

# Strategic Overview and Scrutiny Panel

Grand Jury Room, Town Hall  
14 December 2010 at 6.00pm

Strategic Overview and Scrutiny Panel deals with reviewing corporate strategies within the Council's Strategic Plan, the Council's budgetary guidelines for the forthcoming year, scrutinising the Forward Plan, the performance of Portfolio Holders and scrutiny of Cabinet decisions or Cabinet Member decisions (with delegated power) which have been called in.

# Information for Members of the Public

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# Terms of Reference

## Strategic Overview and Scrutiny Panel

- To review corporate strategies.
- To ensure the actions of the Cabinet accord with the policies and budget of the Council.
- To monitor and scrutinise the financial performance of the Council, and make recommendations to the Cabinet particularly in relation to annual revenue and capital guidelines, bids and submissions.
- To link the Council's spending proposals to the policy priorities and review progress towards achieving those priorities against the Strategic / Action Plans.
- To scrutinise executive decisions made by Cabinet, the East Essex Area Waste Management Joint Committee, the Colchester and Ipswich Joint Museums Committee and Cabinet Member decisions (with delegated authority taking a corporate / strategic decision) which have been made but not implemented, and referred to the Panel through call-in.
- To monitor the Council's operational performance in relation to the Strategic Plan, Local Area Agreement targets and National Indicators.
- To scrutinise the Cabinet's performance in relation to the Forward Plan and to scrutinise the performance of Portfolio Holders.
- At the request of the Cabinet, make decisions about the priority of referrals made in the event of the volume of reports to the Cabinet or creating difficulty for the running of Cabinet business or jeopardising the efficient running of Council business.
- The panel will be the appropriate route for any member to refer a 'local government matter' in the context of Councillor Call for Action.

## **Process for Councillor Call for Action**

- Councillors have the ability to call for debate and discussion a topic of neighbourhood concern, limited to issues affecting a single ward, in an attempt to bring about specific solutions for local problems. This enables members to get things done without going through the Council's executive decision making process.
- Members may bring an action on any issue they choose, with exceptions, for example, if the issue is vexatious or deals with an individual complaint. Local Government matters specifically excluded from the regime are namely matters relating to a planning decision, a licensing decision or where a right of recourse to a review or right of appeal is already provided for in law.
- Poor service performance or increased anti-social behaviour are examples of where a member will bring an action to the panel's attention.
- The scrutiny panel may reject a request as not within the guidance, or the usual channels have not been exhausted, or accept that an investigation is the appropriate action.
- The panel may conduct an investigation in the usual scrutiny manner, seeking information from the Council and/or partners and inviting them to attend meetings.
- A report with recommendations will be compiled and brought to the Council and/or partners attention, with the Council and/or partners having a duty to respond.
- The panel will consider and publish the responses to their recommendations and feed back this information to the Councillor calling for the action.



**COLCHESTER BOROUGH COUNCIL  
STRATEGIC OVERVIEW AND SCRUTINY PANEL  
14 December 2010 at 6:00pm**

**Members**

Chairman : Councillor Christopher Arnold.  
Deputy Chairman : Councillor Dennis Willetts.  
Councillors Nigel Offen, Gerard Oxford, Julie Young,  
Nigel Chapman, Mark Cory, Andrew Ellis, Bill Frame and  
Theresa Higgins.

**Substitute Members** : All members of the Council who are not Cabinet members or members of this Panel.

**Agenda - Part A**

(open to the public including the media)

Members of the public may wish to note that agenda items 1 to 5 are normally brief and agenda items 6 to 9 are standard items for which there may be no business to consider.

**Pages**

**1. Welcome and Announcements**

(a) The Chairman to welcome members of the public and Councillors and to remind all speakers of the requirement for microphones to be used at all times.

(b) At the Chairman's discretion, to announce information on:

- action in the event of an emergency;
- mobile phones switched off or to silent;
- location of toilets;
- introduction of members of the meeting.

**2. Substitutions**

Members may arrange for a substitute councillor to attend a meeting on their behalf, subject to prior notice being given. The attendance of substitute councillors must be recorded.

**3. Urgent Items**

To announce any items not on the agenda which the Chairman has agreed to consider because they are urgent and to give reasons for the urgency.

**4. Declarations of Interest**

The Chairman to invite Councillors to declare individually any personal interests they may have in the items on the agenda.

If the personal interest arises because of a Councillor's membership of or position of control or management on:

- any body to which the Councillor has been appointed or nominated by the Council; or
- another public body

then the interest need only be declared if the Councillor intends to speak on that item.

If a Councillor declares a personal interest they must also consider whether they have a prejudicial interest. If they have a prejudicial interest they must leave the room for that item.

If a Councillor wishes to make representations on an item on which they have a prejudicial interest they may do so if members of the public are allowed to make representations. In such circumstances a Councillor must leave the room immediately once they have finished speaking.

An interest is considered to be prejudicial if a member of the public with knowledge of the relevant facts would reasonably regard it as so significant that it is likely to prejudice the Councillor's judgement of the public interest.

Councillors should consult paragraph 7 of the Meetings General Procedure Rules for further guidance.

## **5. Minutes**

**1 - 7**

To confirm as a correct record the minutes of the meeting held on 16 November 2010.

## **6. Have Your Say!**

(a) The Chairman to invite members of the public to indicate if they wish to speak or present a petition at this meeting – either on an item on the agenda or on a general matter not on this agenda. You should indicate your wish to speak at this point if your name has not been noted by Council staff.

(b) The Chairman to invite contributions from members of the public who wish to Have Your Say! on a general matter not on this agenda.

## **7. Items requested by members of the Panel and other Members**

(a) To evaluate requests by members of the Panel for an item relevant to the Panel's functions to be considered.

(b) To evaluate requests by other members of the Council for an item relevant to the Panel's functions to be considered.

***Members of the panel may use agenda item 'a' (all other members will use agenda item 'b') as the appropriate route for referring a 'local government matter' in the context of the Councillor Call for Action to the panel. Please refer to the panel's terms of reference for further procedural arrangements.***

## **8. Referred items under the Call in Procedure**

To consider any Portfolio Holder decisions, taken under the Call in Procedure.

*The panel may a) confirm the decision, which may then be implemented immediately, b) confirm the decision back to the decision taker for further consideration setting out in writing the nature of its concerns, or c) refer the matter to full Council in the event that the panel considers the decision to be contrary to the Policy Framework of the Council or contrary to, or not wholly in accordance with the Budget.*

## **9. Decisions taken under special urgency provisions**

To consider any Portfolio Holder decisions taken under the special urgency provisions.

## **10. 2011-12 Budget - Update 8 - 24**

See report from the Scrutiny Officer.

## **11. Half yearly Performance Report including progress on the Strategic Plan Action Plan 25 - 80**

See report from the Head of Corporate Management.

## **12. Review of the work of the Portfolio Holder for Resources and Diversity. 81 - 84**

See report from the Scrutiny Officer.

## **13. Work Programme 85 - 86**

See report from the Scrutiny Officer.

#### **14. Exclusion of the public**

In accordance with Section 100A(4) of the Local Government Act 1972 and in accordance with The Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 (as amended) to exclude the public, including the press, from the meeting so that any items containing exempt information (for example confidential personal, financial or legal advice), in Part B of this agenda (printed on yellow paper) can be decided. (Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972).

# STRATEGIC OVERVIEW AND SCRUTINY PANEL

## 16 NOVEMBER 2010

*Present :-* Councillor Christopher Arnold (Chairman)  
Councillors Nigel Chapman, Mark Cory, Andrew Ellis,  
Bill Frame, Theresa Higgins, Nigel Offen,  
Gerard Oxford, Dennis Willetts and Julie Young

*Also in Attendance :-* Councillor Martin Hunt

### 19. Minutes

The minutes of the meeting held on 12 October were confirmed as a correct record.

**Councillor Theresa Higgins (in respect of being a Board Member of the YMCA) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)**

### 20. Street Services Fundamental Services Review

Ms. Pam Donnelly, Executive Director and Mr. Matthew Young, Head of Street Services gave a joint presentation on the Fundamental Service Review Full Business Case.

The Chairman started proceedings by thanking the Portfolio Holder and officers for involving members from the outset of the current work on the Full Business Case.

Ms. Donnelly gave a broad overview of the Fundamental Service Reviews (FSR) to date, Housing Services, Environmental and Protective Services and Revenues and Benefits Service and this, the fourth major FSR, Street Services, a review that is trying to cover an array of different services, small and large, but with a very important theme running through all, customer services.

Ms. Donnelly spoke about the three principles of the FSR, Customer Excellence, with the customer having a voice, their views and thoughts fed into the process, shaping and influencing outcomes, effectiveness, ensuring the business case is fit for purpose, and finally, efficiencies, having to take account of the budgetary needs year on year through to 2013/14.

Mr. Young spoke about the breadth of the FSR, which would produce the biggest changes in decades to some of the services provided by the Group. The FSR has focused on improving services to customers, having to reflect the needs of residents and businesses, but at the same time reducing costs, with an anticipated saving of £800k within three years, £400k in the first year. Mr. Young said staff will need to adjust to the anticipated new working arrangements, with greater flexibility, with services in some cases delivered on a 24/7 basis, with staff being provided with improved, tried and tested technology.

Ms. Donnelly spoke of the journey so far, a clear process, with a radical rethink of

'where do we want to be'. Customers currently access services through a variety of channels. The 'Customer' solution would simplify the process, reducing the number of processes and thereby increase effectiveness. The new service would provide 24/7 customer contact, with single customer records and each customer contact fed into a central knowledge bank, feeding out accurate speedy responses to customers and frontline services. This would require behaviour change, encouraging recycling and residents getting more involved in their communities, with a need for education, to persuade and encourage people to engage and act.

Mr. Young spoke about 'Zoned Working'. The Borough would be split into seven zones, based on demographics, needs, in depth knowledge from staff and communities, the types of properties and businesses and finally, the availability of resources. Mr. Young said considerable work had gone into determining the zones and officers did want to try the recommended zones from the outset, though the zoned working will be under constant review from the start, and will if needed be adjusted.

Each zone will have its own dedicated community based team, multi-skilled, and will incorporate a Manager, and variable numbers of Wardens and Operatives, according to the needs of each zone. The teams will be ambassadors to the Council, pro-active, ahead of the game, spotting and preventing things from happening with a 'see it, and solve it' mentality. Ward and Parish Councillors would also be an integral part of the success, and the zone team will, at a very early stage, develop a positive relationship with these important partners.

In terms of recycling and waste, Mr. Young said collections would move to a Tuesday to Friday collection service, making the service more efficient, avoiding most Bank Holidays, with the only days to be resolved being the Christmas and New Year period and Good Friday. This will be addressed in the Implementation Plan. New technology will provide the base for building fair and equal collection routes and drivers will have increased responsibility for staff and refuse vehicles. New investment at the Shrub End Depot was vital in ensuring the improved efficiency on the streets is replicated at the Depot, and a procurement process has begun to pursue interest from private business. Mr. Young later confirmed to Councillor Ellis that this process would look at all options, including Waste Treatment Facilities.

The Recycling and Waste Task and Finish Group would continue to have a role to play in developing and encouraging participation in food waste trials and subsequent collections.

Mr. Young spoke about the business development of distinct services within Street Services and the impact of this through the FSR. It was anticipated that Community Alarms will merge with the CCTV Monitoring Centre and then focus on marketing their services and ultimately increase income from the potential within the Borough.. Street Services had tendered for the contract with Colchester Borough Homes to provide void property clearance, that itself subsequently leads to the recycling of goods, a good source of income, and it was hoped this contract would be extended to local Housing Associations and registered social landlords in years two and three of the Implementation Plan. The Engineering Team would be retained, with expertise that could provide service growth and increased income, particularly in flooding and

drainage.

The majority of the work of the Small Works Team would be included into the zoned working operations and the Vehicle Workshop would examine ways of increasing efficiency and possibly consider other delivery options.

In respect of Parking Services, Mr. Young said there has been an Essex wide review of civil parking enforcement, in which Colchester has played a leading role, resulting in Colchester being named the 'preferred partner' to deliver this service to the north of the County, stretching from Epping Forest to Tendring. The Council is currently preparing a Business Case for consideration by Essex County Council and at the point of acceptance, the Portfolio Holder will formally sign off this decision. .

The Professional Support Unit is a proposal that Members would be used to in these reviews said Ms. Donnelly, but in Street Services this team would include all the strategy functions as well as being an important hub for supporting and getting full potential from new technology, performance management and being pro-active and supportive to the zoned teams.

Mr. Young concluded the presentation by saying he truly believed the outcomes would be the provision of an improved service though he did not underestimate the task at hand. The Cabinet report, together with the comments and proposals from the Strategic Overview and Scrutiny Panel will be considered at the Cabinet meeting on 1 December 2010, followed by the introduction of the Implementation Plan to include the statutory ninety day consultation period with staff.

In response to Councillor Offen, Mr. Young said the zone teams would ultimately act as a mobile Customer Services Unit, with most staff able to exist on the streets or in vehicles but with the necessary technology at hand, to be able to respond as needed. Ms. Donnelly said as a close partner, Colchester Borough Homes would also be involved in this process as part of a joined-up approach. Later, and in response to Councillor Arnold, Mr. Young said the behaviour change for zone working was immense, with education an important aspect of the development of the teams, who will be pro-active in their work. Also, residents will play an important part in this work, with education and encouragement needed to secure their participation and enable smarter, more efficient working. Mr. Young confirmed to Councillor T. Higgins that this approach would be very important for blocks of flats, apartments and bedsits such as the YMCA where community involvement would be a benefit. Mr. Young also confirmed to Councillor Chapman and Arnold that unlike what had happened following previous reviews, there would not be instances where services in the rural areas are permanently moved to Town Centre problems to the detriment of the rural areas. It was also confirmed that zone teams would provide a better opportunity to address the litter issues around those areas on the urban fringe.

Councillor Frame agreed with the proposal that all members of the Council should be involved in this type of review from the outset, though this should be done in a way that does not impede progress. Mr. Young confirmed to Councillor Frame that the individual budgets for each zone team is currently part of the detailed work currently ongoing, with each Zone Manager having ownership of this budget, influencing what

and how money is spent. The budgets will form part of the Implementation Plan to be reported to the Panel probably near to the end of 2010/11. Mr. Young confirmed to Councillor Ellis that there are staff that will form part of the zone teams that have the necessary budgetary skills and experience required, but if necessary the appropriate level of training and development will be provided.

One of the very positive outcomes from the previous Street Services review was the food waste trials, but this project was currently parked because the focus was on the FSR. Councillor Young said it was imperative that the public are on board with a firm plan to introduce food waste collection. Mr. Young said the food waste trials are only on hold while the FSR is being undertaken, but it is the intention that officers will report back to the Policy Review and Development Panel in January 2011 to suggest a way forward that will include a 6-month timescale for completion. The intention was to move forward initially with the Tuesday to Friday collections, let them bed-in, then introduce the work required to establish trials. This needed to include planning for implementation, the identification of funding and the purchase of vehicles and equipment.

Ms. Donnelly reassured members that Street Services are working very closely with the Communications Team, and the Implementation Plan will include the detail of a 'Communications Plan', including benefits, changes and rewards for doing things differently, and all part of an overall public relations campaign. This will be a lot of work culminating in proposals to be agreed by the Cabinet.

In response to Councillor Cory, Mr. Young confirmed that the current 13 leases on the refuse vehicles expire in 2011, and these will be temporarily extended until it is confirmed what the refuse collection fleet will comprise, taking account the outcomes from the task and finish group and the review of food waste trials.

Ms. Donnelly confirmed to Councillor T. Higgins of the importance of partnership relationships from the outset. The Police had been consulted, as one of the primary stakeholders, and Chief Superintendent Alison Newcomb was reviewing the Street Services Business Case with a view to linking this work with the Neighbourhood Action Panels.

Ms. Donnelly, in response to Councillor Oxford explained that the educational process around behaviour change would include encouraging young people in the town centre at night to behave differently, but not at any time will unacceptable unsociable behaviour be tolerated and enforcement will operate alongside education. Mr. Young said officers are in dialogue with licensing officers to find solutions, working with town centre businesses to get them to be more active and contribute to this work.

Mr. Young confirmed that Area Governance was operated in some Councils, e.g. Hull, with zoned committees for governance arrangements supporting zoned areas. Ms. Donnelly said this would be considered as part of the Localism Bill to be considered in December. Ms. Donnelly also confirmed that officers are in discussions with Tesco to work on a recycling reward scheme, and further detail once confirmed will be shared with Members at a later date.



In response to Councillor Arnold, Mr. Young said future housing growth had been considered and would be built into the route optimisation programme, as would the effects of continual improvement to recycling rates. Therefore, at this moment it is not envisaged that additional resources will be needed over the initial three year period due to the effect of housing growth. Mr. Young later confirmed to Councillor Willetts that the workload of zone teams would be built up using the route optimisation programme, building in holiday and sickness leave and with a view to having little or no reliance on overtime or agency resources.

Mr. Young confirmed to Councillor Arnold that the creation of the Central Communications and Marketing team happened late in the FSR process and acknowledged that it did have an impact on the duties to be performed by the Professional Support Unit. The benefits of this unit would be a small central pool of officers with the necessary expertise in strategy, policy, communications and promotion. Ms. Donnelly said Street Services had been involved in the proposal for a central communications team, with the aspiration to provide a more focused and efficient process, building-in improved safeguards to the operation of the service. The inter-relationship between the Communications team customer services, the Professional Support Unit and the zoned teams would be a major key to the success. Mr. Young confirmed to Councillor Willetts that the Professional Support Unit would be smaller in number to the current workforce, benefitting from economics of scale, more effective working and technological expertise and improvements.

Councillor Arnold expressed concerns that the risks identified within the report were not being presented in the standard format now associated with the periodical reporting to the Finance and Audit Scrutiny Panel and that a Business Case was to be endorsed before the risks are reviewed and the mitigating action agreed. Ms. Donnelly said as FSR developed so the approach to risk was changing. Risk assessment was an important factor to the consultation process and changes are/will be fed into the process all the time. Ms. Donnelly said Councillor Arnold's comment would be picked up as an action within the overall process.

Mr. Young confirmed to Councillor Arnold that the specialist Graffiti Team would be retained under the new arrangements. However, the zone teams will also be encouraged to react and clean graffiti where possible, and this would apply to buildings /structures either publicly or privately owned.

Councillor Frame requested further information that would provide the assurance of transparency in regards to the tendering process for the Void Properties contract.

*RESOLVED* that the panel endorsed the report 'Fundamental Service Review of Street Services', to be presented to the Cabinet on 1 December 2010, and further requested;

- i) That the Cabinet agree for all future FSR that effect all or most of the residents of the Borough, all members of the Council are involved from the outset of the review, together with the other relevant stakeholders.
- ii) The Cabinet to extend the Terms of Reference for the Waste Prevention

and Recycling task and finish group to include a review of the refuse collection fleet needed to carry out the Street Services Implementation Plan, taking account of the results from trials such as that of food waste collection.

iii) That further consideration is given to the risk management process, to ensure the risks identified at the review stage are considered and mitigated against prior to the implementation of the Implementation Plan.

iv) Confirmation of the tendering process for the Void Properties contract.

## **21. Review of the work of the Portfolio Holder for Street and Waste Services**

Councillor Hunt, Portfolio Holder for Street and Waste Services attended the meeting for the review of his work in respect of the Street and Waste Portfolio.

Councillor Hunt took the opportunity to thank Ms. Donnelly, Mr. Young and all the staff within the Street Services Team for their excellent work in respect of the Fundamental Service Review (FSR).

In response to Councillor Arnold, Councillor Hunt confirmed that the implementation of the new Graffiti Policy was proving very successful, a noticeable difference, with the pro-active teams now responding within two days of notification, down from the original average of six days. Graffiti blitzes had been undertaken in many areas of the borough, and this programme will continue until January 2011. This has been a newsworthy success story.

Mr. Matthew Young, Head of Street Services said the removal of graffiti was undertaken on all buildings and structures whether publicly or privately owned. The Council do still receive a small amount of funds from Essex County Council for this work, but have not as yet recovered any costs for this service from private owners. It is intended that in the future more effort will be made to claw back costs from private owners. Councillor Hunt confirmed that graffiti removing kits are provided through the Neighbourhood Action Panels, not by the Council. Councillor Oxford thanked the Graffiti Squad for their excellent work, making an enormous positive difference to the street scene.

Councillor Hunt confirmed to Councillor Higgins that as part of the change in working practices following the FSR, the educational process will be at the forefront of the work of the zone teams, reacting to situations and where necessary reminding households that it is their responsibility to deal with the issue. The zone teams will also work in close harmony with the Parish Councils in both a pro-active and reactive way and discussions are already in progress to secure closer partnership working between the Council and Essex County Council Highways. Councillor Higgins asked that street service operatives are instructed to remove fixings when removing flyers.

In response to Councillor Willetts, Councillor Hunt said the Leader was in ongoing dialogue with Essex County Council (ECC) in regards to the new Park and Ride Scheme and the Cabinet are anticipating that when the finances of the scheme are discussed the Council will be able to negotiate a share of the proceeds to offset any

loss of income from the Council's Car Parks. Mr. Young said the new parking strategy will hopefully ensure park and ride will have as limited an effect as possible on parking revenue. The Council has made a bid to manage the park and ride site and is awaiting a response from ECC. The outcomes of this work will be reported to a future meeting on the panel before any formal decision is taken.

Councillor Hunt confirmed to Councillor Frame that the Cabinet will be guided by the work of the night time economy task and finish group in regards to any suggestions to curb unsociable behaviour through licensing law. The Cabinet are committed to making progress, with food waste / litter trials a priority in determining any future actions. In a wider context, Councillor Hunt said notices to clean the street had been issued to three major food outlets, and fly-tipping enforcement had proved a success, with fewer reported instances,

Councillor Hunt confirmed he is in regular discussions with the market traders. There remained long standing grievances over problems with power to stall, high rents and a variety of other smaller issues. Councillor Hunt and officers are considering the level of payments for market spaces when the market trader is on holiday, and an extra market day each week.

The Chairman thanked Councillor Hunt for attending the meeting and responding to the Panel's questions.

## **22. Work Programme**

The Panel noted the 2010/11 Work Programme.



# Strategic Overview and Scrutiny Panel

Item  
**10**

14 December 2010

<b>Report of</b>	<b>Scrutiny Officer</b>	<b>Author</b>	<b>Robert Judd</b>
<b>Title</b>	<b>2011/12 Budget - Update</b>		<b>☎ 282274</b>
<b>Wards affected</b>			

**This report presents the 2011/12 Budget considered by the Cabinet on 1 December 2010.**

## **1. Action required**

- 1.1 The Strategic Overview and Scrutiny Panel is requested to consider and note the 2011/12 Budget, presented to the Cabinet on 1 December 2010.
- 1.2 The Panel may refer any comments back to the Cabinet for further consideration.

## **2. Reasons for Scrutiny**

- 2.1. The review of the Council's Budget Strategy and Timetable is one of the responsibilities of the Strategic Overview and Scrutiny Panel, as set out under the Terms of Reference for the panel within the Constitution.
- 2.2. The Panel considered the initial Budget Strategy and Timetable on 20 July 2010. The final budget report will be considered by Cabinet on 26 January 2011 and will be subject to pre-scrutiny by Finance and Audit Scrutiny Panel on 25 January 2011.

## **3. Standard and Strategic Plan References**

- 3.1 There are no policy plan references or financial, human rights, community safety or health and safety implications in this matter.
- 3.2 Scrutiny is a key function to ensure the Budget Strategy is subject to full appraisal and that it is in line with the aims of the strategic plan. The role of scrutiny is also an important part of our risk management, helping to check that risks are identified and challenged.



## Cabinet

1 December 2010

Item

-

<b>Report of</b>	<b>Head of Resource Management</b>	<b>Author</b>	<b>Sean Plummer</b> <b>☎ 282347</b>
<b>Title</b>	<b>2011/12 Revenue Budget, Financial Reserves and Capital Programme</b>		
<b>Wards affected</b>	Not applicable		

**This report provides an update on the 2011/12 Revenue Budget, Financial Reserves and Capital Programme**

### 1. Decisions Required

#### 1.1. Cabinet is requested to:

- i) Note the current 2011/12 revenue budget forecast which at this stage shows a budget gap of £711k and the forecast variables and risks.
- ii) Note the action being taken to close the budget gap.
- iii) Agree that the recommended level of revenue balances be set at £1.5m for 2011/12 as set out in the Risk Analysis subject to consideration of outstanding issues as part of the final budget report in January (Appendix B).
- iv) Note the current budget forecast for 2010/11 as set out at paragraph 11.6.
- v) Note the position on the capital programme.
- vi) Agree that in respect of second homes the Council Tax discount applied shall be retained at 10% as set out at paragraph 14.5.
- vii) Agree that in respect of long term empty properties the discount be retained at nil as set out at paragraph 14.5.

### 2. Reasons for Decisions

- 2.1 The Council is required to approve a budget strategy and timetable in respect of the year 2011/12.
- 2.2 This report relates to the budget update and a review of the capital programme.

### 3. Alternative Options

- 3.1 There are different options that could be considered and as the budget progresses changes and further proposals will be made and considered by Cabinet and in turn Full Council.

#### 4. Background

- 4.1. A timetable for the 2011/12 budget process (see Appendix A) was agreed at Cabinet on 30 June 2010.
- 4.2. An initial 2011/12 budget forecast was presented and agreed at the Cabinet meeting on 20 October 2010. This showed a budget gap of £1,323k.

#### 5. Comprehensive Spending Review 2010 (CSR 2010) and Local Government Finance Settlement

- 5.1. The Comprehensive Spending Review 2010 (CSR10) was announced on 20 October and sets out spending plans for the next 4 years. The CSR provides high level figures across all departments alongside welfare reforms and a number of other policy announcements / reforms.
- 5.2. Details behind most of the CSR will follow in due course and each Government department will produce a business plan for the period to 2014/15 setting out: vision and priorities, reform plan including actions and deadlines and key indicators to be published to show the cost and impact of public service activities.
- 5.2. The key issue within the CSR as far as the budget is concerned is the level of funding for local government. In terms of "formula grant" which comprises Revenue Support Grant (RSG) the CSR shows that there is a cash reduction of almost 22%. The highest decrease in grant is shown for next year (2011/12) at 10.7%.
- 5.3. The working assumption had been a cash reduction in grant of 5%. A reduction in grant of 10.7% equates to £1.4m and is £735k more than previously forecast.
- 5.4. The CSR and subsequent announcement outlined proposals in respect of providing an additional grant to authorities that do not increase Council Tax in 2011/12. This grant is equivalent to an increase in Council Tax of 2.5% which will result in a grant of c£267k.
- 5.5. The assumptions within the CSR provide information on total funding at a high level and as such only provide an indication of what this Council may receive in grant next year. The budget assumptions set out in this report have been updated to reflect the figures shown in the CSR, however, when the grant settlement is announced in early December it will be necessary to review the budget for any impact.

#### 6. Summary of 2011/12 Budget Forecast

- 6.1 The revised 2011/12 revenue budget forecast shows a budget gap of £711k.

	£'000	Note / Paragraph
Budget Gap	1,323	Reported to Cabinet 20 October 2010
<b>Less: Savings:-</b>		
Street Services FSR	(400)	See section 8
Further service savings	(699)	
<b>Council Tax</b>	19	Taxbase assumption revised to 0.8% increase. No increase in Tax rate assumed.
<b>Government Grants</b>		
Formula Grant	735	Based on a reduction of 10.7%

	£'000	Note / Paragraph
Grant in respect of Council Tax freeze	(267)	
<b>Updated Recurring Gap</b>	<b>711</b>	

6.2 Cabinet is asked to note the above 2011/12 revenue budget forecast and the assumptions set out in this report concerning cost pressures, growth items and risks.

## 7. Changes in 2011/12 Budget Forecast

### *Cost pressures*

7.1. No changes are proposed at this stage to the list of cost pressures previously reported. The figure in respect of pensions is expected to be confirmed shortly and at this stage we expect it will be within the provision allowed for.

	£'000	Comment
Inflationary pressure	140	Net inflation impact, including the assumption of a nil pay award for 2011/12 and general increase averaging c1.5% with income rising by c2%
Incremental pension contributions	250	Previous triennial reviews of the pension fund have shown a significant deficit due to market conditions and increased life expectancy. This financial pressure is one being felt by all local authorities and other organisations. The impact of the current triennial review will need to be considered as part of the 2011/12 budget and a figure is expected to be finalised shortly.
Minimum Revenue Provision	71	Increase in calculated figure based on statutory criteria and decisions taken in respect of borrowing.
Car Parking Income	200	It has previously been reported that income from these services is below budget assumptions.
Cemetery and crematorium income	130	Based on current forecasts it is considered appropriate to make an allowance for reduced income, however, these are currently being reviewed to ensure they remain correct based on updated forecasts.
Sport and Leisure Grants	130	It has previously been reported that there will be a cost pressure arising from the ending of the free swimming grant. In addition, it is currently anticipated that other reductions in funding will occur next year.
HPDG, LABGI, ABG	770	The budget forecast for 2011/12 had previously assumed that funding from these grants would cease in 2011/12.
<b>Total</b>	<b>1,691</b>	

## 8 Savings/Increased Income

### *Further budget savings*

8.1. Budget saving proposals continue to be identified in line with the budget strategy. These include savings identified by service areas and as part of the Fundamental Service

Review (FSR) process. This includes the estimated savings as a result of the Street Services FSR set out in this agenda.

	Previous	Updated	
	£'000	£'000	Comment
Total Service Items	904	1,603	Revised savings across services.
Fundamental Service Reviews	335	735	Updated includes Street Services in addition to Housing and Revenues and Benefits.
Shared Services	50	50	Current target
Income Generation	102	102	Forecast additional income
<b>Total</b>	<b>1,391</b>	<b>2,490</b>	

8.2. Further areas are still under review by the Budget Group and these include specific budget reviews and the museums and arts FSR.

8.3. The significant level of savings required and already identified to date will involve one off costs and as such it will be necessary to provide for the cost of these within the budget forecast and this is currently being assessed.

## 9. Council Tax

9.1. The budget forecast for Council Tax income remains based on a freeze in the level of Council Tax. The assumed increase in the Council Tax base (the equivalent number of Band D properties used for tax setting) has been revised to 0.8% based on a recent update. The tax base will be calculated and agreed in December and any changes to this forecast will be assessed within the final budget report.

9.2. As set out earlier the Government announced as part of the Comprehensive Spending Review (CSR) that a grant equivalent to 2.5% of Council Tax revenue would be provided to authorities who do not increase the Council Tax rate in 2011/12. This grant is currently estimated to be £267k would be paid during the period of the CSR. There is no guarantee that funding will continue beyond this point.

## 10. Summary and Risk and variables

10.1. As is common at this stage in the budget setting process there remain a number of key budget risks which include areas where information has not yet been released. The table below sets out the key issues and the current assumption used.

Risk / Variable	Current Assumption	Timing
Grant Settlement	Reduction of 10.7%	Announcement now expected 2 <sup>nd</sup> December
Other Government grants e.g.:- Benefit Admin grant Homelessness grant Supporting People (via ECC)	Assumed cash freeze	Early December (part of Settlement)



<b>Risk / Variable</b>	<b>Current Assumption</b>	<b>Timing</b>
Confirmation of budget savings	As set out in report	Ongoing budget reviews expected to conclude in December.
Concessionary fares – transfer of responsibility to Essex County Council (ECC)	Assumed neutral impact.	Announcement likely as part of grant settlement.
Pensions	Increase of £250k	ECC to confirm figures shortly
Completion of detailed budgets / HRA recharges	Assumed all delivered as per budget allocation. No adverse impact on the charge to HRA.	Detailed budgets to be finalised and recharges calculated in December.
Confirmation of potential one off costs arising from budget proposals (incl. FSRs)	Remaining budget of c£140k	Assessment of costs following confirmation of proposed budget savings
New Homes Bonus (replacement for HPDG)	Nil assumed	Consultation due to start in November. Scheme to start April 11
Forecast balances position at 31 March 11	This note forecasts general balances of between circa £1m - £2m depending on 10/11 outturn	Continue monitoring of current year budget. Review position in December.
Links to capital programme	Budget proposals based on current programme.	Assess revenue impact of any proposed changes to capital programme.
Taxbase calculated	Assumed increase of 0.8%.	Taxbase determined in December

10.2 The above highlights the key risks and variables that may affect the budget forecast. Senior Management Team (SMT) and Leadership Team will continue to review these areas to minimise any potential impact and identify remedial action.

10.3 In summary, there is a forecast budget gap of c£0.7m although there remain a number of significant risks. SMT and Leadership Team are continuing to work through the outstanding areas of work and consideration of options to deliver a balanced budget will be detailed in the final budget report in January. These proposals will include an update of the Medium Term Financial Forecast (MTFF) which will reflect any impact in future years arising from proposals to balance the 2011/12 budget.

## **11. Revenue Balances**

11.1 The Local Government Act 2003 places a specific duty on the Chief Financial Officer (Head of Resource Management) to report on the adequacy of the proposed financial reserves when the budget is being considered. This section on Revenue Balances and the following section on Earmarked Reserves and Provisions, together with the attached appendices, address this requirement.

11.2 The Council is required to maintain a prudent level of revenue balances in order to ensure sufficient funding is available to meet cash flow requirements and urgent or emergency issues that may arise during a financial year.

- 11.3 The minimum level of revenue balances is determined through a Risk Management Analysis based on criteria recommended by the Chartered Institute of Public Finance and Accountancy and endorsed by the Audit Commission. The approach taken last year was reviewed and updated.
- 11.4 Attached at Appendix B is a schedule detailing the risk analysis for the financial year 2011/12. The analysis concludes that the minimum revenue balances should be maintained for the time being at £1.5m. As this report shows there remain a number of potential risks and variables that need to be considered as part of the final budget report. The proposal on the recommended level of balances will be reviewed in the final budget report when the implications and details of items such as the grant settlement, budget savings and other variables will have been more fully assessed.
- 11.5. Appendix C details the forecast revenue balances position. This includes assumptions regarding the use of balances and the current forecast outturn position against the 11/12 budget as explained below.
- 11.6. The report to FASP on 23 November 2010 sets out a number of forecast variances on the 2010/11 budget. In total, a forecast budget deficit of £1.035m is currently identified. A number of variables remain that could affect this position, both favourably and adversely. This position is under review with an aim to significantly reduce any potential deficit. As part of the final budget report in January the current year position will be reviewed. The potential impact on balances is shown at Appendix C based on delivering this year's outturn on budget and the position reported to FASP.
- 11.7. At this stage no proposals to use balances to support the 2011/12 budget are made. One-off costs may be necessary to deliver budget savings currently being assessed or to fund cost pressures.

## **12. Earmarked Reserves and Provisions**

- 12.1 The Council maintains a number of earmarked reserves and provisions, which allows it to prudently plan for future expenditure requirements. As at 31 March 2010 earmarked reserves totalled £6.2m and provisions £0.45m.
- 12.2. As part of the budget process a review has been undertaken into the level and appropriateness of earmarked reserves and provisions. The review concludes that the reserves and provisions detailed in Appendix D remain appropriate and at a broadly adequate level. However, further detailed work is on-going to confirm this assumption and the position will be considered as part of the final budget report.
- 12.3. It is currently assumed that:-
- we continue to use the S106 reserve to support costs of staff involved in monitoring S106 agreements.
  - the Capital Expenditure Reserve is used to meet the costs of the Minimum Revenue Provision in respect of the Community Stadium.

## **13 Capital Programme**

- 13.1. An update of the capital programme position was reported to Cabinet in October and commented that the programme remains under review. Two separate reports on this agenda set out implications for the capital programme:-

Phase 2 Carbon Management Programme projects - capital cost of £342k  
Street Services Fundamental Service Review - capital cost of £157k

13.2. Subject to approval these projects will be included in the updated capital programme.

## **14 Council Tax Discounts**

14.1 The Local Government Act 2003 gives local billing authorities the ability to vary the discounts on second and empty homes.

14.2 In respect of second homes the discount can be set within the range of 10%-50% (currently set at 10%). In respect of long term empty properties the discount can be set in the range of 0%-50% (currently set at nil%).

14.3 The financial implications for second homes are that the revenue will be shared between Colchester Borough Council (CBC), Essex County Council (ECC), Essex Police Authority (EPA) and Essex Fire Authority (EFA). The actual monies raised will depend on the tax rates set by each body. An agreement has been reached with ECC for 60% of additional income due to the reduction in discount on second homes to be returned to CBC.

14.4 In the case of empty properties, there is no financial gain to CBC as any change will be offset by a reduction in government grant. Any additional costs of administration will fall on the Council as the billing authority. However, the ability for the Council to set the level of discount can be used as an incentive to bring properties into occupancy sooner. It is worth noting that where a property becomes empty and unfurnished there is exemption from charge for up to a maximum of 6 months.

14.5 It is recommended that from 1 April 2011 the Council Tax discount for second homes be retained at 10% and the discount for long term empty properties be retained at nil, both as set last year.

## **15. Strategic Plan References**

15.1 The Council has agreed three Corporate Objectives including the aim to “shift resources to deliver priorities”. The 2011/12 budget and the Medium Term Financial Forecast is underpinned by the Strategic Plan priorities and will seek to preserve and shift resources where needed to these priorities.

## **16. Consultation**

16.1 The budget strategy report to Cabinet in July has been considered by the Strategic Overview and Scrutiny Panel on 20 July 2010. That Panel will also review the budget again later this year.

16.2. The final budget report will be considered by Finance and Audit Scrutiny Panel in January.

16.3. Recently, we gave residents the opportunity to put forward their views regarding the budget consultation. This was important to assess their priorities and thoughts on the services we provide. Overall, we received a total of 865 responses, where 628 (73%) were submitted online.

16.4. The survey asked residents to prioritise services through ranking their 3 most and 3 least important services. The three services with the highest level of positive responses (rated first, second or third in terms of most important to the responder) are as follows:

- Waste and Recycling (357 responses)
  - Tackling anti-social behaviour (219 responses)
  - Housing and Homelessness (203 responses).
- 16.5. The services that received the highest number of negative responses (rated first, second or third in terms of least important to the responder) are as follows:
- Mayoral and Civic Duties (578 responses)
  - Arts and Culture (351 responses)
  - Street Wardens (165 responses).
- 16.6. The Budget Consultation also encouraged residents to submit ideas on making additional savings and generating income. General ideas were submitted, such as turning off every other street light, reducing the amount of printed material by communicating electronically where possible, removal of free bin bags for residents and stopping ceremonial events for two years.
- 16.7. The consultation has helped provide an indication of the priorities of residents and Cabinet and senior managers are reviewing all the comments received in detail. Some ideas have already been put in place and whilst it will not always be practical to implement all of the ideas suggested the outcomes of the exercise will help to inform budget decisions.
- 16.8. Statutory consultation is due to take place with business ratepayers in December / January.

## **17. Financial implications**

- 17.1 As set out in the report.

## **18. Risk Management Implications**

- 18.1 The strategic risks of the authority are being considered in developing the 2010/11 budget and all forecast savings/new income options are being risk assessed as part of the budget process.

## **19. Other Standard References**

- 19.1 Having considered publicity, equality, diversity and human rights, community safety and health and safety implications, there are none that are significant to the matters in this report.

## **Background Papers**

Report to Cabinet 20 October 2010 – 2011/12 Revenue Budget Update

<b>Appendix B</b>	
<b>2011/12 Budget Timetable</b>	
<b>Budget Strategy March 10 – July 2010</b>	
<b>March – June (SMT and Budget Group)</b>	Budget Group Meetings Agreed Update MTFF /Budget Strategy Review potential cost pressures, growth and risks Consider approach to budget Initial budget reviews started
<b>Cabinet – 30 June 10</b>	<ul style="list-style-type: none"> <li>• Report on updated budget strategy / MTFF</li> <li>• Timetable approved</li> </ul>
<b>SOSP – 20 July 10</b>	Review Cabinet report
<b>Budget Group / Leadership Team - June / July</b>	Consider review of capital programme Consider approach to consultation
<b>Detailed Budget preparation and Budget Setting Consultation</b>	
<b>Budget Group / Leadership Team regular sessions on progress / budget options now - December</b>	Review budget tasks (the 5 tracks) Consider outcomes of Fundamental Service Reviews
<b>Cabinet – 20 October 10</b>	Budget Update
<b>Cabinet – 1 December 10</b>	<ul style="list-style-type: none"> <li>• Budget update</li> <li>• Reserves and balances</li> <li>• Grant settlement</li> </ul>
<b>SOSP – 11 January 11</b>	Review Cabinet report / Budget Position (Strategic Review)
<b>FASP – 25 January 11</b>	Review consultation / Budget position (Detailed proposals)
<b>Cabinet – 26 January 11</b>	Revenue and Capital budgets recommended to Council
<b>Council – 16 February 11</b>	Budget agreed / capital programme agreed / Council Tax set

## REVIEW OF REVENUE BALANCES 2011/12

### RISK MANAGEMENT ASSESSMENT

#### Introduction

A risk assessment has been undertaken to determine the prudent level of general fund balances as part of the 2011/12 budget process.

#### Background

Historically we have maintained a strong level of balances and these have been used to:-

- Support the annual budget - particularly to fund one off items.
- Fund new initiatives identified during the year.
- Provide cover for cashflow and emergency situations.
- Provide flexibility and a resource for change management.

Over recent years general fund balances have been reduced in a managed and prudent manner: -

	<b>£'000</b>	
31 March 2006	1,997	
31 March 2007	2,708	(includes £902k to support 2007/08 budget)
31 March 2008	3,347	(includes £1,232k to support 2008/09 budget)
31 March 2009	2,891	(includes £1.17k to support 2009/10 budget)
31 March 2010	3,926	(includes £1.89m to support 10/11 budget)
31 March 2011 (estimated)	2,032	Based on being 'on budget' in 10/11

A thorough review of the balances position was reported to Cabinet as part of the 2010/11 budget exercise. This included a risk assessment to establish the minimum level, which was agreed at £1.5 million.

#### Risk Assessment

The risk assessment has been kept under review. The results of the current assessment are summarised in schedule 1. This shows the minimum level of balances being maintained at £1.5 million. It is then a matter of judgement whether it would be desirable to hold any further level of balances beyond this, or to seek to rebuild balances above this level to provide for future flexibility. The overall assessment will be considered in more detail as part of the final budget report.

The main issues to mention concerning the assessment are: -

- While the possible requirement to meet capital spending from revenue resources is still recognised as a potential risk the assessment is "nil" because of the current level of funds held in the capital expenditure reserve and the introduction of the Prudential Code.

- Investment income has been identified as a risk area. In last year's risk assessment this was changed to be classified as a "high risk" and due to the continuing uncertainty in the world economy this has been maintained for next year.
- The assessment includes the risk that the VAT exemption limit will be exceeded with a consequent loss of recoverable VAT. Regular monitoring and active management of new schemes minimises this risk.
- The concern over the funding of the pension fund is recognised in the assessment. However "risk" is assessed as "low" because the anticipated increased contributions from the 2010 valuation have been built into the budget assumptions.

## **Implications**

The risk assessment will be carried out at least annually as part of the budget process. While the current assessment indicates a minimum level it is important to recognise that there are implications of operating at this level. As noted above we have traditionally had a level of balances that have provided flexibility and enabled new initiatives to be considered outside the annual budget process. Operating at the minimum level requires an approach and a discipline to: -

- Ensure all spending aspirations for the coming year are assessed as part of the annual budget process. The continued development of the Medium Term Financial Forecast will assist in this.
- Recognise that it will not be possible to draw on balances to fund new discretionary initiatives identified in the year, however desirable they may be; an alternative source of funding would need to be identified.
- Realise future assessments could identify a need to rebuild balances
- Accept that the potential for interest earnings on balances will change depending on the level of balances held. (This will be reflected in the budget accordingly).
- Acknowledge that any balances desired for future flexibility/change management will need to be built up over and above the prudent level identified.

In addition it is acknowledged that it may be necessary for balances to fall below the recommended level. Balances are provided to mitigate unbudgeted cost pressures and as such at times they may be used to provide temporary support to the Council's budget.

## REVIEW OF REVENUE BALANCES 2011/12

## RISK MANAGEMENT ASSESSMENT

Factor	Assessed Risk		
	High £'000	Medium £'000	Low £'000
Cash Flow	950		
Capital (nil given reserves and receipts)			0
Inflation		100	
Investment Income	150		
Trading Activities and fees and charges		200	
Emergencies		50	
Benefits			100
New Spending – legal commitments			100
Litigation		150	
Partnerships			100
VAT Exemption Limit			350
Budget Process		100	
Revenue impact of capital schemes			150
Renaissance programme			0
Concessionary fares			50
Pension Contribution			50
	1,100	600	900

	Minimum Provision
High Risk – 100%	1,100
Medium Risk – 50%	300
Low Risk – 10%	90
<b>Sub Total</b>	<b>1,490</b>
Unforeseen factors,	10
<b>Recommended level</b>	<b>1,500</b>

**Note: detailed assessment to be updated as part of final budget report**



**General Fund Balances  
Current Position**

	<b>£'000</b>
Balance as at 31 March 2010 (As per Statement of Accounts)	3,926
 <b>Proposed use of balances during 2010/11:</b>	
• Financing carry forwards – Proposed carry forward of 09/10 budgets	196
• Funds released in 09/10 carry forward to 10/11	297
• Supporting the 10/11 Budget (agreed as part of 10/11 budget)	671
• Further Changes in 2010/11	730
 <b>Projected Balances as at 31 March 2011</b>	<b>2,032</b>
Less: anticipated support for 2011/12 budget	0
Agreed minimum balance	1,500
<b>Potential Surplus Balances as at 31 March 2011 (based on 2010/11)</b>	<b>532</b>
<b>Potential shortfall against recommended level as at 31 March 2011 (if 10/11 outturn is in line with position reported to FASP)</b>	<b>(503)</b>

## Earmarked Reserves and Provisions

## A. Earmarked Reserves

Reserve	Amount 31/03/10 £'000	Estimate 31/03/11 £'000	Comment
Renewals and Repairs (including Building Maintenance Programme)	2,090	1,800	Maintained for the replacement of plant and equipment and the maintenance of premises. Annual contributions are based upon the estimated renewal or repair cost, spread over the life of the asset.
Insurance	445	276	To cover the self-insurance of selected properties. The balance of the fund is split with a proportion specifically identified as a provision against the cost of claims (see section B). The actuarial review carried out at the beginning of the year has identified this as a prudent level of reserve to hold in respect of the risks covered.
Capital Expenditure	2,553	1,343	Revenue provision to fund the capital programme. The reserve is fully committed to funding the current capital programme. However actual use of balance is dependent not only on progress of spending on approved capital schemes but also level of other resources, mainly capital receipts, received. This Reserve is also being used to support some financing costs of the Community Stadium and also part of the Icelandic investment impairment.
Regeneration Reserve	166	0	Maintained to finance non-recurring expenditure incurred during the development of the Council's four regeneration areas. Spending of £166k has been included in the 2010/11 budget and therefore the reserve will be fully used by March 2011.
Asset Replacement Reserve	10	0	A reserve for the future replacement of vehicles and plant. The vehicle replacement policy has been reviewed. Revenue contributions to this reserve have now ceased and the funding is now sourced from the Council's Capital Programme.
Gosbecks	408	408	Maintained to provide for the

<b>Reserve</b>	<b>Amount 31/03/10 £'000</b>	<b>Estimate 31/03/11 £'000</b>	<b>Comment</b>
On Street parking reserve	64	64	development of the Archaeological Park. The main source of funding was a 'dowry' agreed on the transfer of land. Any surplus ring fenced to cover deficits.
Heritage Reserve	2	2	
Mercury Theatre	209	229	Provision for the building's long term structural upkeep.
Hollies Bequest	11	11	Provision for the upkeep of open space.
Section 106 monitoring	184	171	Required for future monitoring of Section 106 agreements. From 2010/11 onwards it has been agreed to use £70k from this reserve on an annual basis to support the budget.
Community Stadium - loan	35	35	To cover set up costs and working capital. No repayments are expected within 2010/11. The loan is repayable to the Council within 7 years from the agreement date of 29 January 2008.
	<b>6,177</b>	<b>4,339</b>	

**B. Provisions**

<b>Reserve</b>	<b>Amount 31/03/10 £'000</b>	<b>Estimate 31/03/11 £'000</b>	<b>Comment</b>
Insurance	450	300	This element of the fund is specifically set aside as a provision to meet the cost of identified claims including subsidence. It also includes a contingency for liable costs if a previous insurer, which has gone into administration, is unable to remain solvent.
	<b>450</b>	<b>300</b>	



## Strategic Overview and Scrutiny Panel

Item  
**11**

14 December 2010

<b>Report of</b>	<b>Head of Corporate Management</b>	<b>Author</b>	<b>Lucie Breadman</b> 📞 <b>282726</b>
<b>Title</b>	<b>Half yearly Performance Report including progress on Strategic Plan Action Plan</b>		
<b>Wards affected</b>	'Not applicable'		

The Panel is invited to consider the performance report for the period up to end of September 2010 (which includes progress of our Performance measures and an update of progress of the Strategic Plan Action Plan).

### 1. Action required

The panel is asked to consider / comment upon the combined performance update, as at Appendix 1, for the period up to the end of September 2010 in relation to our Organisational performance measures and progress update of the Strategic Plan Action Plan (SPAP) as at Appendix 2.

### 2. Reason for scrutiny

Part of the Council's performance management framework includes the commitment to report our half yearly performance progress to Strategic Overview and Scrutiny Panel.

### 3. Background information

The council has agreed a number of key performance areas which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides an update of our Organisational indicators along with a half yearly review of progress against our Strategic Plan Action Plan (SPAP). (See Appendix 1 & 2 attached).

### 4. Performance Summary

- This Q2 Performance Report will be reported to Cabinet on 26 January 2011.
- Our overall basket of organisational performance measures shows that 64% of indicators are forecast to meet year end targets.
- 36% are showing amber alerts and as such are being monitored closely. None of our indicators are red, or forecast to not meet year end expectations.
- Monitoring of the actions within our Strategic Plan Action Plan shows that 74% of actions are progressing well and only 5% are not on target.
- The council has also received a number of awards and accreditations highlighted at the end of appendix 1.

### 5. Strategic Plan references

This report provides an update of progress against the Strategic Plan Action Plan (SPAP) developed to support the delivery of the Councils agreed Strategic Plan Priorities.

## **6 National Changes and Approach for Performance Reporting for remainder of 2010/11**

The national performance framework is in the midst of an overhaul following the change in central government. The Comprehensive Area Agreement (CAA) has gone and in October it was announced that National Indicators (NIs) will be replaced with a new 'single reduced list'. Local Area Agreement (LAA) targets are no longer mandatory, leaving Authorities and Local Strategic Partnerships (LSPs) with more autonomy. It is likely that these changes will lead to a review of the Essex Strategy by the Essex Local Strategic Partnership and in turn Colchester 2020 will no doubt clarify how it wants to move forward.

Whatever the future expectations of Central Government, accountability to the public and our politicians will remain and as such evidence of progress, improvement and performance in priority areas, regardless of the 'name', will endure and need to be monitored and reported. A number of National Indicators (NIs) have been deleted by the new Government and these have been removed from our performance monitoring framework. The remainder do still require a national return and until such time as confirmation of any replacement, or new indicators are received, we will continue to monitor and report half yearly, as agreed.

## **7. Consultation**

The contents of this report do not have any direct implications with regard to consultation however the Strategic Plan and priorities were agreed following wide public consultation.

## **8. Publicity considerations**

The National Indicators are a statutory requirement and our performance against them needs to be published on an annual basis.

The performance report contains key measures for National Indicators, Local Indicators and our SPAP many of which are used to monitor the performance of our services and as such these may be of public interest.

## **9. Financial implications**

The financial implications of the action plans to deliver the national indicators form part of the budget setting process.

## **10. Equality, Diversity and Human Rights implications**

The National Indicators were introduced by central government to improve the quality of life for local people across the country by using a consistent set of data. Thus progress and improvement of these and many of the actions within the Strategic Plan Action Plan (SPAP) support our aims of improving the lives and services for everyone in the Borough. Where required, specific EQIA's will exist for policies and activities rather than individual performance indicators or actions.

## **11. Community Safety implications**

There are performance measures and actions within the SPAP which aim to improve community safety and as such this report provides progress updates in this area.

## **12. Health and Safety implications**

This report has no direct implications with regard to Health and Safety.

## **13. Risk Management implications**

We aim to deliver against the National Indicators, our local indicators and the SPAP as both form a key part of our performance framework and expectations around delivery of our priorities to the residents of Colchester Borough.

## **Background Papers**

Not applicable.

## 1.0 Included in this Report

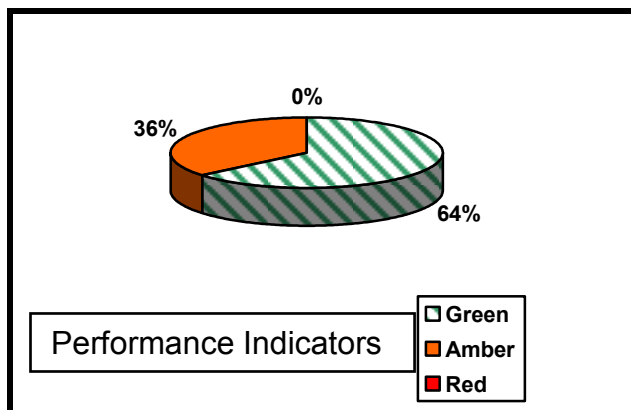
Performance Summary	Page 1
Progress of Key National Indicators	Page 2 - 6
Progress of our Local and Life Chances Indicators	Page 6 - 8
Progress of our Strategic Plan Action Plan	Page 9-10
Other Performance News	Page 11 -12

## 2.0 Performance Summary

The Council has agreed a number of key performance areas which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides an update on our 'Organisational' and 'People' performance indicators along with a half-yearly review of progress against our Strategic Plan Action Plan (SPAP).

Overall the Council is on target with 64% of our organisational indicators and 74% of our strategic plan actions. None of our organisational indicators are red, which is an improvement on 9% at end Q1. Only 5% of our strategic plan actions are not on target (same as Q1).

The remainder of this report takes a more detailed look at these specific areas along with a summary of other performance areas at the end of the report.

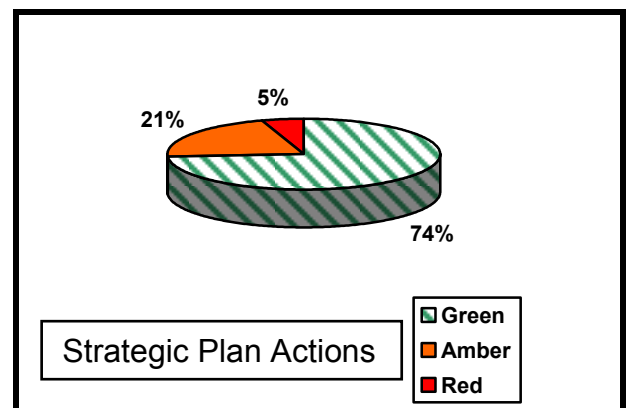


**Organisational Indicators:** As the graph above shows we currently have an overall position of:

- 0% of indicators failing (red)
- 36% of indicators at risk (amber)
- 64% of indicators doing well (green)

**Strategic Plan Actions:** The graph below shows we currently have an overall position of:

- 5% actions not on target (red)
- 21% of actions at risk (amber)
- 74% of actions doing well (green)





### 3.0 Progress of our Key Performance Indicators

The following table provides the latest data from our basket of Organisational performance measures that we monitor at a corporate level. Each indicator has its current performance against the target set for the year and a comment from the Head of Service in relation to progress or improvement.

Overall in this section performance is cautious and while no targets are predicted to fail at this stage, there are a number of Amber alerts where managers are reporting some possible risks. Some key areas to highlight:

- Despite the difficult climate we are on track to deliver our affordable homes target.
- Faith groups and local councils continue to work together effectively across North Essex. A 'Celebrating Faith' event is planned for 23 November.
- Planning performance for Major applications has suffered in the first half of the year but this situation has begun to improve, a trend that looks set to continue.
- 300 more properties have had decent homes work undertaken in the first half of the year.
- Progress against our cleanliness measures are positive with the number of flytipping incidents continuing to decline, recycling at an all time high and a pro active approach increasing incident reporting.

A number of National Indicators have been deleted following a review by central government, these include:

- NI 170 previously developed land vacant /derelict over 5 years – deleted as a NI from April 2010
- NI 179 value for money deleted as a NI in October 2010.
- NI182 satisfaction of businesses with LA regulation services – still a 2010/11 NI but local decision made to cease collation.
- NI 187 % of people receiving income based benefits living with low energy rating.

#### The Performance Indicator Table Results for Period April to September 2010

Indicator	Target 10/11	April to Sept 2010	Comments for Quarter 2- half year
<b>ex-NI14</b> Avoidable contact	12.50%	<b>9.30%</b> <b>GREEN</b>	Work between CSC and service areas continuing to be progressed with particular attention being paid to information on the website and literature sent out to customers.  Lead: Leonie Rathbone
<b>NI 35</b> Building resilience to violent extremism	Level 3	<b>On track to sustain level 3</b> <b>GREEN</b>	Good progress continues to be made with greater engagement with diverse faith groups across North Essex. A 'Celebrating Faith' event is planned for 23 November in the Moot Hall and greater cohesion has been achieved with Muslim women and children's

Indicator	Target 10/11	April to Sept 2010	Comments for Quarter 2- half year
			groups. Lead: Gareth Mitchell.
<b>NI 154</b> Net additional homes provided	650	<b>N/A Forecast AMBER</b>	These figures are produced annually and are not available in year. Figures are likely to be lower due to current market conditions. Mid year estimate is 288 but these estimates are always difficult in relation to this indicator and should be treated with caution as the final figures can often vary considerably when verified by Essex County Council Lead: Lindsay Barker
<b>NI 155</b> No. of affordable homes delivered (gross)	136	<b>119 GREEN</b>	Despite the difficult climate a further 70 affordable homes have been delivered in the last quarter bringing the total for the year to 119 which is more than was delivered at the same point in time last year (90) and is on track to achieving target. Lead: Lindsay Barker
<b>NI 156</b> Number of hhs in temporary accomm	170	<b>159 GREEN</b>	The number of households in temporary accommodation at the end of this quarter remains at a level which already achieves this year's target. Lead: Gareth Mitchell
<b>NI 157</b> Processing of planning applications v targets for 'major', 'minor' and 'other' application types	Major 65%	<b>50% AMBER</b>	Major performance in Q2 has lifted the half year 'major' performance from a low of 25% in Q1 to 50% over the two quarters. This has been achieved as a result of 3 principal planning officers returning from long term sick leave and their input starting to lead to a recovery + the use of the PPA approach (Planning Performance Agreements) taking a number of 'majors' out of the NI157 calculations. Performance should further improve provided new small scale majors continue to come in.  National Targets : 60% Major / 65% Minor / 80% Others Lead: Bev Jones
	Minor 75%	<b>75.7% GREEN</b>	
	Other 93.5%	<b>84.1% AMBER</b>	
<b>NI 158</b> % non-decent council homes	12%	<b>n/a (annual target) GREEN</b>	For the year to date 300 properties have had decent homes work undertaken and has included 190 kitchen replacements, 67 boiler/heating replacements, 7 bathroom improvements , 117 rewires, 44 new doors and 2 properties had window replacements. Survey work on 689 properties has also been carried out. The number of full refusals for the year is 34, part refusals 96 and there have been 18 survey refusals. Lead: Lindsay Barker
<b>NI 159</b> Supply of	4150 (5 years)	<b>4192 AMBER</b>	Figures are currently being updated and will be available for the Q3 dashboard. These may show a



Indicator	Target 10/11	April to Sept 2010	Comments for Quarter 2- half year
ready to develop housing sites	@830)		lower supply due to the current housing market.  Lead: Lindsay Barker
<b>NI 160</b> tenants' survey	78%	78% <b>GREEN</b>	The status survey was completed in July 2010. The response rate of 52% was very good and overall the levels of satisfaction have risen by 2% since 2008. The CLG have confirmed that reporting on this NI will not be required in the future.  Lead: Lindsay Barker
<b>ex-NI 180</b> housing/council tax benefit entitlement Changes	25,000	<b>9,536</b> <b>AMBER</b>	The number of benefit changes is not evenly profiled through the year, with many more arising in the second half. Therefore although the number of changes reported at Quarter 2 is less than half the annual target, we still expect to achieve the annual figure.  Lead: Charles Warboys
<b>NI 181</b> Time to process benefit new claims/change events	11days	<b>18.35 days</b> <b>AMBER</b>	Whilst the current processing time is above target, the new processes being introduced under the FSR are having a positive impact on current claims. Where complete information is provided the claim is now dealt with in an average of 6 days. Therefore the overall average time taken is constantly falling but the annual average will take a while to fully reflect this improvement.  Lead: Charles Warboys
<b>ex-NI 184</b> Food establishment in area, compliant with food hygiene law	n/a	<b>92.4%</b> <b>GREEN</b>	Indicator no longer used but results are recorded for information and are continuing to reach satisfactory levels.  Lead: Colin Daines
<b>NI 185</b> CO2 reduction from local authority operations	1064 tonnes	<b>n/a – annual target</b> <b>AMBER</b>	We are awaiting a deadline for submission of 2009/10 data which has been significantly delayed. The data collection processes are in place and we will await further instruction from DECC. The baseline year (2008) data shows the Council's carbon emissions to be 10,076 and the data collection this year will show whether we achieved our 09/10 target. The Council's Carbon Management Plan sets out projects to achieve carbon savings and identifies potential savings for 10/11 of 1064 tonnes CO <sub>2</sub> .



Indicator	Target 10/11	April to Sept 2010	Comments for Quarter 2- half year
			Lead: Matthew Young
<b>NI 186</b> CO <sup>2</sup> reductions per head in CBC's area	0.2 tonne less per capita	<b>n/a annual target</b>  <b>Forecast GREEN</b>	The data for this indicator is collected by and published annually by DECC. The results run on a two year delay therefore 2010 results equate to the year 2008 data. Between 2007 and 2008 Colchester achieved a 0.3 tonne reduction in CO2 per capita. When compared to the baseline of 2005 Colchester has seen a total reduction in CO2 per capita by 0.7 tonnes which is a reduction of 10.29%.  Lead: Matthew Young
<b>NI 188</b> Planning to adapt to climate change	Level 3	<b>n/a annual target</b> <b>Level 2</b> <b>Forecast GREEN</b>	This is a process based indicator which is assessed annually. The Council achieved Level 2 for the year 09/10. Processes and action plans are in place to achieve Level 3 for 10/11 with the possibility of level 4 also being achieved in this year. This places Colchester in the upper performance quartile for all authorities.  Lead: Matthew Young
<b>NI 191</b> Residual household waste per household	459kg	<b>240.55kg</b> <b>GREEN</b>	This important indicator is on target to achieve a reduction again in the amount of residual waste being collected across the Borough. Whilst some of this will be as a result of the economic downturn as people buy less it also demonstrates that people are responding to the 'reduce' message as well as 'reuse' and 'recycle'.  Lead: Matthew Young
<b>NI 192</b> Household waste reused, recycled and composted	41.0%	<b>42.67%</b> <b>GREEN</b>	The current figures show that we are on target for achieving (or even exceeding) the 41% target. Although the garden waste tonnage is lower than the previous year, dry recycling tonnage has increased by approximately 5%. This is the highest figure achieved at the 6 month point by the Council  Lead: Matthew Young
<b>NI 194</b> Level of air quality – % reduction in NO <sub>x</sub> and primary PM <sub>10</sub> emissions through CBC's estate and ops	>2%	<b>n/a – annual target</b> <b>AMBER</b>	The data collection process is the same as for NI185. We have the processes in place and will await further instruction from DECC. Projects set out in the Carbon Management Plan will reduce air quality gases Nitrus Oxide (NO <sub>x</sub> ) and primary Particulate Matter (PM <sub>10</sub> )  Lead: Matthew Young

Indicator	Target 10/11	April to Sept 2010	Comments for Quarter 2- half year
<b>NI 195</b> Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)	Litter 4%, Detritus 4%, Graffiti 2%, Flyposting 0%.	<b>Litter 3%,</b> <b>Detritus 6%,</b> <b>Graffiti 3%,</b> <b>Flyposting 0%</b> <b>AMBER</b>	<p>April to June results only. July to Sept results are not available until November. All figures are currently below or are in line with 10/11 targets.</p> <p>Litter levels are currently below annual targets, apportioned to several factors such as the campaigns being run which are increasing reporting levels and positive publicity around littering prosecutions.</p> <p>Detritus remains in line with annual targets and is expected to be met at the end of the financial year.</p> <p>The introduction of the graffiti team has been beneficial, leading to the removal of graffiti from all areas reported. Again publicity have seen reporting levels increase.</p> <p>Fly-posting levels are nominal due to the proactive removal regime currently in place.</p> <p style="text-align: right;">Lead: Matthew Young</p>
<b>NI 196</b> Improved street and environmental cleanliness- flytipping	350	<b>125 GREEN</b>	<p>The introduction of the freighter service, good publicity around enforcement and a 24 hour turnaround in fly-tip removal has assisted in a gradual decline in the total number of fly-tips reported. Currently on course to meet the annual target set.</p> <p style="text-align: right;">Lead: Matthew Young</p>

#### 4.0 Progress of our Local and Life Chances Indicators

We have a number of indicators that have been selected because they are relevant to local priorities and progress of these for the period up to the end of September is included in the table below and a summary of some key areas includes:

As above there is a mixed overall picture in this section, some very positive performance areas and some more cautious predictions at this half year stage. Some key areas to highlight:

- Re-let times for social housing has improved to an average of 22 days from 36 days this time last year.
- A proactive approach to managing payment of invoices is required, in services, to ensure that this performance does not slip.
- Collection of Council tax and business rates is predicted to hit targets at year end.
- Absence of staff is ahead of target at 7.5days against a target of 8days.

**The Local and Life Chances Indicator Table Results for Period April to September 2010**

<b>Indicator</b>	<b>Target 10/11</b>	<b>April to Sept 2010</b>	<b>Comments for Quarter 2- half year</b>
<b>ex-8</b> Invoices paid on time	98.5% Amber	<b>98.16%</b> <b>AMBER</b>	Departments need to be aware that the target is still below the agreed % and receipting of invoices must be actioned once goods are delivered.  Lead: Charles Warboys
<b>ex-9</b> Council Tax collected	98.5%	<b>64.10%</b> <b>GREEN</b>	The target is an annual, accumulative one and progress to date is in line with last year when the targets were achieved.  Lead: Charles Warboys
<b>ex-10</b> Business Rates collected	98.7%	<b>66.02%</b> <b>GREEN</b>	The target is an annual, accumulative one and progress to date is in line with last year when the targets were achieved.  Lead: Charles Warboys
<b>ex-12</b> sickness rate (average working days /employee)	8 days	<b>7.5 days</b> <b>GREEN</b>	Performance remains positive in this area at the half way stage in the year.  Lead: Lucie Breadman
<b>ex-79a</b> Benefit claims processed correctly	90%	<b>88.65%</b> <b>AMBER</b>	The FSR implementation is leading to many changes in processes within the Service. These are carefully reviewed for quality assurance purposes and good progress is being made to ensure correct benefits are paid out.  Lead: Charles Warboys
<b>ex-204</b> Planning appeals allowed against our decision to refuse	30%	<b>46%</b> <b>AMBER</b>	Analysis of appeal decisions since 1 April 2010 appears to show that inspectors have changed their approach when considering impact on the character of surroundings in that they are now more sympathetic if the site is already well screened. Previously the existence of screening was not justification to approve as flora dies or can be removed. Planning staff have been alerted to this trend and will have regard to the existence of good natural screening. This should reduce refusals. To put the % into context this relates to 9 – Dismissed / 6 – Upheld / 1 – Partially upheld / 1 – Withdrawn  Lead: Bev Jones
<b>ex-218b</b> % abandoned vehicles removed in 24	98%	<b>100%</b> <b>GREEN</b>	Target to remove vehicles within 24 hours, following report to contractor met on all occasions, reducing the risk of further anti social behaviour

Indicator	Target 10/11	April to Sept 2010	Comments for Quarter 2- half year
hours			Lead: Matthew Young
<b>ex-212</b> Average time to relet council houses	General Needs 28 days  Sheltered housing 47 days  Temp Accom 43 days	<b>Total = 22 days - GREEN</b>  <b>GN = 16 days</b>  <b>S = 41 days</b>  <b>Temp = 78 days</b>	The overall combined position of 22 days is a significant improvement on the same period last year which was 36 days.  This quarter's cumulative outturn for re-let times of both general needs and sheltered properties has improved and performance is currently better than target.  Whilst the result for temporary accommodation is below target this is linked to the fact that there is currently less demand for temporary accommodation due to the improvement in performance in that area.  Lead: Lindsay Barker
<b>ex-213</b> Homelessness cases prevented % per 1,000 hhs	4%	<b>2% GREEN</b>	The number of cases where homelessness has been prevented during this quarter is 65 bringing the total number of cases for the year to 139. Whilst this is a slight decrease on the number for the same period last year (154) the reduction has not affected the % outturn and performance is on track to achieve target.  Lead: Gareth Mitchell
<b>Life Chances 10</b> Reduce Decent Homes gap	12	<b>13 GREEN</b>	Promotional work for Home Improvement Loans in New Town has taken place resulting in 13 applications so far.  Lead: Gareth Mitchell
<b>Life Chances 13</b> Reduce 'bad debt' evictions	30	<b>4 GREEN</b>	During the 2 <sup>nd</sup> quarter there were a further 3 evictions due to rent arrears bringing the cumulative total at mid-year to 4. We are still on track to achieve this year's target.  Lead: Lindsay Barker

## **5.0 Progress of our Strategic Plan Action Plan**

The Strategic Plan is focused on providing direction and vision for the aspiration for Colchester as a place for its people. We have developed an action plan to help delivery the strategic improvement priorities set out in the Strategic Plan.

Our strategic partners have been working with us, supporting and promoting the key themes linked to our strategic priorities through 'InfoPoint' on a monthly basis in the Customer Service Centre (CSC).

Appendix 2 to this report provides a table with all the current actions and their performance, in summary 71% of the actions are currently progressing on target with 24% at risk and only 5% currently in the red. Areas that appear to be having the most difficulty at the moment are related to partnership activities, specifically where funding has been reduced or is uncertain and this is perhaps unsurprising given the climate and CSR announcements, but disappointing none the less.

Some key areas to highlight from each of the priority areas include:

### **Addressing Older People's Needs**

- Care Village Project : Plans for this are on hold due to remarketing of Layer Road and changes of availability of public funding.
- Special Forum held on 7 September to discuss housing issues for older people.
- In August the Community Alarms Team won an NHS contract which will monitor patients in their homes.
- Partners committed to Infopoint within CSC.

### **Addressing Younger People's Needs**

- CBC judged to be "effective" and commended for its proactive approach to safeguarding children."
- Overall attendance improved through partnership project with Old Heath Primary school.
- Benefits advice being delivered to families at Children's Centres.
- 42 work placements have been achieved for local unemployed 18-24 year olds.
- 55 free activities or events provided attended by 1900 people.
- Training Fayre planned in November, 320 attendees.
- Leaflet drop in New Town to offer 1 to 1 support sessions for unemployed people.

### **Community Development**

- Approximately £240k investment agreed and awarded to voluntary agencies helping us achieve our strategic priorities. Agreements in place and performance monitoring underway. Approx £50k of s106 for community facilities secured this year.
- Lease for community user of Forest Road Meeting Hall signed.
- Portfolio Holder report for the award of a grant and lease for Tiptree submitted.
- Employment Options event currently being planned with Job Centre Plus seconded staff member.
- Door-to-door promotional work started in September in super output area hardest hit by unemployment upturn to promote sources of support for job seekers.



### **Community Safety**

- Significant reductions in both crime and ASB achieved in all 3 'Safer Colchester' pilot areas: Monkwick -16% Crime and 24% ASB; Tiptree - 42% Crime and 47% ASB; New Town - 16% Crime and 12% ASB.
- 2 Days of Action held so far (New Town and Mersea); involving large numbers of partner agencies and delivered tangible improvements to the target neighbourhoods.
- 15 NAPs meeting regularly and achieving progress against their action plan priorities.
- Dedicated graffiti team in place and 450 reports and clearance completed within target timescales.

### **Congestion Busting**

- A12 junction is well ahead of schedule, with opening likely in early December 2010.
- Planning application from Essex County Council for new Park and Ride expected to be submitted in November 2011.
- High Woods Cycle path towards town centre has been upgraded.
- New secure cycle park installed at North Station.

### **Enabling Job Creation**

- Creative Colchester strategy in development.
- Seven active inward investment leads secured.
- Redundant rural buildings brought into commercial use creating 6 holiday units.
- S.106 agreed on Sainsbury Development to address employment and skills issues.
- £1.7m of funding bids to be submitted in the current financial year.
- Increase in the % of working age population qualified to at least NVQ Level 3.
- Shell Step Scheme support placing 25 undergraduates into local companies.

### **Healthy Living**

- Delivery of the NHS funded fuel poverty scheme continuing and 221 people given advice on accessing grants to better insulate their homes.
- Advice Line service extended to all-day coverage with PCT funding.
- 'Walking your Way to 2012' project launched. Achieved 2012 Inspire Mark.
- Mini Games staged in July at University of Essex and Urban Games took place at Highwoods Sports Centre in August, also achieved 2012 Inspire Mark.

### **Homes For All**

- The number of people in temporary accommodation has reduced.
- Fundamental Service Review of Housing has taken place and been implemented.
- Decent Homes work has restarted with 300 homes improved.
- Continued priorities placed on improved enforcement activity in relation to Private Sector Housing to improve quality of life for occupants.

### **Reduce, Reuse and Recycle**

- Recycling rates continue to improve.
- Glass collection commenced in June 2010 but uptake has been minimal and further promotion is required.
- 87% of schools in Colchester are now registered with Eco-Schools programme, compared to 3% five years ago.

## **6.0 Other Performance News - update as at October**

### **6.1 Central Government Review of Local Authority Performance Arrangements**

Having only recently embedded our current Performance Framework we are once again in the midst of a complete overhaul. Perhaps unsurprising given a change in Central Government following the May elections.

The Comprehensive Area Assessment (CAA) has gone and in October it was announced that National Indicators (NIs) will be replaced with a new, "single and reduced list" of all the data that local government will be expected to provide to central government. Whatever the future expectations of Central Government, accountability to the public and our politicians will remain and as such evidence of progress, improvement and performance in priority areas, regardless of the 'name', will endure and continue to be monitored and reported.

Some NI's have already been deleted and where we agree that these do not help monitor local priorities or provide effective data we have already removed them from our own Framework.

The DCLG announcement revokes all Local Area Agreement (LAA) local improvement targets, leaving councils and Local Strategic Partnerships (LSPs) free to amend, drop or keep any LAA targets they choose – with immediate effect. It also confirms DCLG will not be making any Performance Reward Grants against LAA targets. Colchester 2020 will clarify how it wants to move forward and what performance measures could be used in the future.

When taken along with the abolition of Comprehensive Area Assessment and the disbanding of the Audit Commission from 2012/13, the performance 'world' is undeniably changing – not least in terms of the availability of comparative data with other councils or NIs collated to a common definition. We appear to be moving from a system which is based on statutory, nationally-defined and audited measures to one which has more autonomy at local level, dependant on our own improvement and performance priorities.

**6.2 Awards and accreditations for the Council as at Q2 2010/11 include:**

CIPR East Anglia Silver PRide Award 2010	Communications team recognised as 'outstanding in-house PR team' by winning this silver award for the second year running.
Colchester District Business Awards	Finalists in the Education and Lifelong Learning category – awards ceremony 26 November.
NLPG and NSG Exemplar Awards	Colchester achieved a Gold Standard for the quality of the Council's Local Land and Property Gazetteer (NLPG).
LG Communications Reputation Awards	Communications team won a bronze certificate in the 'District Communications' category.
LEXCEL	Achieved the Law Society's practice management standard for the tenth consecutive year.
Collaborative working in Partnership 2010	Awarded to Essex HR Partnership for the development of 'Virtual Improvement Network Essex' (VINE).
LG Communications Reputation Awards	Our Communications Team achieved a bronze award, in the 'District Communications' category.
Customer Excellence Standard	Resource Management and Corporate Management have both achieved the CSE standard - which tests for service delivery, timeliness, information, professionalism and staff attitude.
SOCITM – Better Connected Website Survey	Our relaunched website is one of the highest rated local government sites in the UK – top 28%.
Council for Learning Outside the Classroom	Quality Badge for the Castle and Hollytrees for meeting the highest safety and learning standards.
Building Control team - survey	440 customers surveyed – every customer either 'very satisfied' (74%/79%) or 'satisfied'
Institute of Cemetery and Crematorium Management – annual survey	Colchester crematorium and cemetery achieved an impressive third place in the South East area, for providing high-standard burial and cremation services – and 13 <sup>th</sup> nationally.
Tennis Foundation – Beacon status	Our Tennis Centre at Eudo Road was selected as one of the first community sites to achieve Beacon status, which recognises the best community-focused tennis facilities.
Essex Tourism Awards	VisitColchester won 'Tourism Information Centre of the Year'.
Arts and Business Awards	Community Award - in recognition of the Council's work to deliver regeneration and local community engagement with the arts in partnership with the Venetian poles at Fortuna Park.
Green Flag Award	For high quality parks and open spaces - cemetery, Castle Park and High Woods Country Park
Rail Business Awards	'Highly commended' in the Integrated Transport Excellence category re the Station Travel Plan for Colchester Station.
Park Mark Award	An independent assessment of the security quality of car parks, under the Safer Parking Scheme.
CCR Credit Excellence Awards	Highly commended/runner-up in the collections category – only public sector team to reach the finals.
Anglia in Bloom	Castle Park won the best local authority floral display, with Colchester achieving silver-gilt in the small city category.

This information and further details are also shown on [www.colchester.gov.uk](http://www.colchester.gov.uk) in the [Council achievements - Colchester Borough Council](#) section.

This action plan remains a working document throughout the year, and updates and amendments will be added as required.

**Addressing older people's needs**

<b>Action</b>	<b>Outcome</b>	<b>Outputs</b>	<b>Timescales</b>	<b>GMT lead</b>	<b>Update</b>	<b>RAG</b>
Encourage take up of benefits by older people through Welfare Rights team	Increased incomes for residents aged 60+	Monitor Service Level Agreement with Age Concern  Help older people access £600,000 extra income	March 2011	Matt Sterling	Service Level Agreement, and performance being regularly monitored.  On track to achieve annual target.	Green
Continued support for quarterly Colchester 'Older People's Forum'	Clearer understanding of priorities for older people's services	Quarterly meetings held where actions on workplan are reported on and updated. Web pages created, promoted and updated with relevant information.	Mar 2011  Mar 2011	Matt Sterling	Regular quarterly meetings being held. Next due on Monday 25 October. Held special Older People's Forum on 7 Sep to discuss housing issues.	Green
Care Village Project following the assessment of older people's housing needs to prioritise investment	Improve perceptions of safety for citizens in later life  Promote independence in the home  Dispel the myth that people in later life are a burden	Agree procurement and secure partner. Agree design  Seek capital and revenue funding working in partnership with the Homes and Communities Agency and Essex County Council	Dec 2011  March 2011  March 2011	Tina Hinson	Plans for this are on hold due to remarketing of Layer Road and changes of availability of public funding.	Red

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Complete a strategic review of accommodation for older people.	Support independent living for older people	Strategic review document Recommendations report to Portfolio Holder regarding the 6 council sheltered housing schemes under review. Implementation plan developed with CBH.	March 2011	Tina Hinson	Report drafted and scheduled for PRDP on 8 November	Green
		Increase the breadth of services available in relation to community alarms.	March 2011	Matthew Young	In August 2010 The Community Alarms Team won a contract from NHS for Telehealth which monitors COPD patients in their homes over Colchester & Tendring. Community Alarms also offer all equipment associated with the Telecare systems.	Green
Essex Safeguarding Adults Board audit / self assessment to be completed.	The council fulfils its responsibility to ensure the safety and wellbeing of vulnerable adults who access its services.	Self assessment submitted to Essex Safeguarding Adults Board highlighting current practice and gaps to enable action plan / training.	July 2010	Gareth Mitchell	Initial audit/self assessment submitted by deadline to Essex Safeguarding Adults Board.	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Draw up an action plan of work around the University Partnership to increase the Mobilisation of the third sector.	Mobilisation of the third sector to support older peoples' needs	Action plan of joint work on this subject with the University	March 2011	Gareth Mitchell	Initial meeting held with University of Essex and Colchester Community Voluntary Services representatives to scope joint work.	Amber
Work with key strategic partners to develop a co-ordinated multiagency commitment to the Strategic Plan Priorities through Infopoint @Colchester	The Council works in partnership across the public sector to provide a single point of access to customers in relation to our Strategic Plan Priorities	Evaluation of Infopoint@Colchester strategy	March 2011	P Donnelly L Rathbone	Public service partners have committed to delivering their services on a weekly basis within the CSC. For example ECC (incl. Carers service) are present 3 days of every week. NHS runs mini health checks and provides falls prevention advice one morning of every week.	Green
Carry out food poisoning awareness initiatives to educate older people on health risks arising from poor practices.	Reduced levels of illness and deaths in older people due to food poisoning incidents. Less wastage of food and consequent savings.	Training sessions arranged in appropriate venues and guidance published in various forms.	March 2011	Colin Daines	Advice document is available on web-site and at CSC and presentations at our Activity Centres are being arranged.	Green

## Addressing younger people's needs

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Work with key partners to ensure the safety and wellbeing of our Children	Safeguarding children is a priority for CBC and our partners when developing joint initiatives	Submission of Section 11 (Children Act 2004) audit to Essex Safeguarding Children's Board and presentation to the Board on CBC's safeguarding arrangements.	October 2010	Gareth Mitchell	Section 11 audit submission made to Essex Safeguarding Children Board on deadline. CBC judged to be "effective" and commended for its proactive approach to safeguarding children."	Green
		Proactive membership of and participation in the North East Essex Children's Trust Board's "Stay Safe" sub-group	March 2011		Proactive involvement of CBC Safeguarding Coordinator in sub-group established from inaugural meeting	Green
Increase collaboration between the council, local schools and their students	Effective communication and partnership working between CBC, local schools and students	Agree with CCYSP partners (including schools) a "Life Opportunities" target around primary school attendance	September 2010	Matt Sterling	This target was to improve attendance at Old Heath Primary school through a reward scheme. Overall attendance improved from 93% to 95%. We are now discussing a new target for Jan-July 2011 with 2 other primary schools.	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Train a member of staff at each of the 11 Children's Centres in Colchester to deliver Benefits advice to families accessing these centres.	Increased income for those families who can access benefits.	Deliver training to designated member of staff in each Children's Centre. Provide advice to those workers.	Mar 2011	Matt Sterling	Over 50 training places delivered so far with further sessions organised. Advice Line for advisers extended to all-day coverage.	Green
Ensure the work on raising skills levels in the Economic Prosperity Strategy is focused on youth skills priorities	Provide younger people with the skills to enable them to compete effectively in changing economic conditions	Work with the North East Essex Education Business Partnership, including Heads of Schools and the Colchester Institute, to help ensure that the 14-19 agenda including the Diploma and Apprenticeship has the appropriate level of business engagement	March 2011	Nigel Myers	North East Essex Education Business Partnership was wound up in April 2010. Functions transferred to the local Area Planning Group which has an educational rather than a business engagement remit.	Red
		Deliver the Future Jobs Fund Project (88 work placements for unemployed people aged 18-24) in collaboration with partners	April 2011	Nigel Myers	42 work placements have been found for local unemployed young people aged 18 to 24 years old.	Green
To review swimming lesson provision in primary schools with the aim that by the age of 11 (Key Stage 2) every child has an opportunity to learn to	More local young people have the opportunity to learn to swim and more Primary School aged children attending	Complete a review of primary schools swimming lessons that identifies any primary schools not offering swimming lessons.	End of July 2010	Simon Grady	Action being delivered in partnership with Schools Sport Partnership (SSP). Due to change in	Red



Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
swim at least 25m unaided	swimming lessons at Colchester Leisure World	Support those Primary Schools not offering swimming lessons to increase access to swimming lessons for their pupils (either during or outside of school).	December 2010		SSP manager, the review has started but not yet been completed. SSP remain committed to help deliver this work. Potential slippage in delivery of support to primary schools.	Amber
Organise a varied programme of subsidised or free activities on 50 days (including school holidays) in at least 5 different venues in the Borough to include: Castle Park adiZone St.Anne's MUGA New Town MUGA	More opportunities for young people to participate in sport and physical activity  Increase number of venues where subsidised or free activities are available during main school holidays (Expanding Sport in the Park project from 2009/10)	External funding and partnerships agreed  Dates for the activities agreed  Activities agreed and planned	By end of March 2011	Simon Grady	55 free activities or events attended by almost 1900 people have been delivered at a range of sites across Colchester. Events included 'Sport in the Park' during school holidays in Castle Park, adiZone St.Anne's MUGA & Old Heath Rec Other highlights included the Urban Games at Highwoods Sports Centre and schools activities as part of the Tour of Britain.	Green

## Community Development

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Develop a Programme to engage local communities in local decision making and service delivery.	Capacity building within Community for engagement with decision making	Maximise the opportunities for community engagement and consultation work through opportunities such as: <ul style="list-style-type: none"> <li>The evaluation of the Safer Colchester project</li> <li>Academy in the Community</li> <li>Town Centre / Cultural Quarter and new communities in North Colchester</li> <li>Tour of Britain</li> <li>Olympics 2012</li> </ul>	Mar 11	Mandy Jones Matt Sterling	Community engagement work has been carried out to progress many of these opportunities including a detailed public survey for the Safer Colchester pilot and a public consultation for the town centre proposals.	Green
Engage residents and community groups in target wards to foster increased community spirit and achieve community priorities	Increased pride in community and reduced fear of crime  Identification of possible opportunities provided by the Sustainable Communities Act 2007.	Grants agreed  Grants awarded Apr 10  Monitor performance  Funding process will begin again for the funding year 11-12.	Feb 10  Apr 10  Oct 10 and March 11  November 10	Matt Sterling	Voluntary Welfare grants for 10-11 awarded. Performance monitoring request being sent in Oct 10 11-12 funding round begins in November.	Green
Invest in voluntary sector organisations to direct work at our Strategic Plan priorities	The voluntary sector contributes work to achieve our strategic priorities					

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Work with communities to release resources from a range of sources to deliver tangible community provision using the community facilities audit	More community facilities	Development Team attended fortnightly by member of community development team Heads of Terms for Forest Road centre agreed and signed Heads of Terms for Tiptree Community Centre agreed and signed	Throughout 2010  May 2010  Jun 2010	Matt Sterling	Development Team attended regularly and s106 funding for community infrastructure being requested where appropriate.  Forest Hall lease signed with Colne Housing. Tiptree Community Centre lease signed and contractor appointed.	Green
Support regular meetings of the Multi-Faith Forum	Better engagement of all faith groups in Colchester	Regular meetings are held where issues and information can be shared and solutions sought. New CHAIR from forum members is appointed to take group forward.	Mar 2011	Matt Sterling	Faith Forum meets every six weeks with membership increasing. North Essex Diversity and Faith event in November. New chair being appointed shortly.	Green
Review Equality Framework rating of 'Achieving' with a view to achieving 'excellent' level of the Framework in 2012.	Successful migration from Level 3 of the old Equality Standard to new Framework.  Address gaps and aspire to 'excellent' standard by 2012 and by doing so providing Leadership and high standards	Access support from the EELGA to enable successful migration to the new Framework.  Agree the actions required to enable excellent level assessment by 2012.  Seek out and where	March 2011    October 2011  March 2012	Claire Holland	Improvement East has withdrawn the funding previously promised - and the East of England Equality and Diversity Network and Steering Group have ceased. But the Steering Group are due to discuss	N/A

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
	both internally and externally with regard to Equality and Diversity.	applicable adopt best practice. Consider 'peer review'	March 2011		working together with other authorities in the East. It is unclear at this stage whether authorities will go pursue 'Excellent' in 2012, due to the lack of funding and the increase in the IDEa assessment fees. The Equality and Diversity Officer is drafting a gap analysis of where we currently are on the framework to assess the estimated resources needed.	
48	Work with a wide range of statutory and voluntary organisations to deliver the projects in the action plans for the 'skills' and 'worklessness' Life Opportunities targets.	Take-up of numeracy, literacy, IT and ESOL training. 350 residents to attend an employment and training event with 60 to take up an offer.	Mar 2011  Mar 2011	Matt Sterling	Training Fayre to be held at the Old Library in November with target of 320 attendees and 50 to take up offer. Also: New Town North has been identified as the area with the highest number of new JSA claimants. This area was leafleted to encourage people to take-up 1-2-1 support sessions.	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Work in partnership to acquire additional burial land to deliver the provision of a Jewish burial area and extension of the Anglican burial area	Acquisition of the land will meet the identified need from the Jewish community and provide a much needed extension to the Anglican burial area.	Land acquired  Development of infrastructure needed for burial land (access etc)  Development of defined Jewish burial area	March 2011  Post March 2011 dependant on acquisition date	Colin Daines	Report prepared setting out the various options available and seeking guidance on way forward.	Amber
Work with communities to increase positive and responsible dog ownership	Reduction in the incidence of dog fouling, strays and dog attacks	Roadshows, Educational and promotional events & communications School Education programme Increased enforcement Increased commercial activity in relation to sale of micro chipping service & dog waste bags	Ongoing	Karen Newman	The Animal Control Team has supported: <ul style="list-style-type: none"> <li>the West Mersea Day of Action</li> <li>the Dogathon at High Woods Country Park</li> <li>RSPCA/Essex Police/CBC event at Old Heath Rec</li> </ul> We have held micro-chipping events at: Gosbecks and Wivenhoe  We have sold more than 90,000 dog waste bags!  Work with Young People: 1 educational event at St Anne's primary school and 2 more	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Deliver new Resource Centre within High Woods Country Park	Enhanced visitor facilities and increased community opportunities.	Negotiated tender price to deliver project within budget New resource centre	Agree development timetable May 2010.  Project completion Dec 2010.	Bob Penny	<p>booked in for Broom Grove Infants and Juniors.</p> <p>Work with Parish &amp; Town Councils:</p> <ul style="list-style-type: none"> <li>1000 A5 posters re dog fouling are being delivered in Rowhedge</li> <li>We attended a Wivenhoe Town Council meeting to educate and inform .</li> </ul>	Red

<b>Action</b>	<b>Outcome</b>	<b>Outputs</b>	<b>Timescales</b>	<b>GMT lead</b>	<b>Update</b>	<b>RAG</b>
Adoption of Colchester Allotment Strategy	Adopted allotment strategy	Clarity over future direction for allotment provision and management	Draft strategy for Allotment Association consultation June 2010 PFH Report August 2010.	Bob Penny	Draft has been prepared for PFH consideration. Consultation draft to be prepared for Policy Review Panel and Allotment Assoc consultation Nov 2010.	Amber

### Community safety

<b>Action</b>	<b>Outcome</b>	<b>Outputs</b>	<b>Timescales</b>	<b>GMT lead</b>	<b>Update</b>	<b>RAG</b>
Reduce anti-social behaviour in wards in Colchester in line with Life Opportunities targets.	Anti-social behaviour is reduced in identified areas.	Regularly monitor work contained with the 'crime' Life Opportunities action plan.	Mar 2011	Matt Sterling	Promising results so far this year through the 'Safer Colchester' pilot with a reduction in crime and anti-social behaviour in the target areas.	Green
Co-ordinate a series of Community Days of Action to tackle crime and improve the quality of life in neighbourhoods	Reduced anti-social behaviour and fear of crime	3 days organised and delivered	Mar 2011	Matt Sterling	Days being delivered every four months; and generating positive feedback from residents and businesses. These days are now being followed by three months of intensive activity delivered by the Safer Colchester Project to reduce anti-social behaviour	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
<p>Together with our partners further develop and sustain the development of 15 Neighbourhood Action Panels to ensure crime and quality of life issues are being actioned and resolved.</p>	<p>Reduced crime, anti-social behaviour and improve responsiveness of Police, CBC and ECC to local community issues.</p>	<p>15 panels serviced on a monthly or bi-monthly basis  Evaluation of effectiveness of NAPs going forward</p>	<p>Mar 2011</p>	<p>Matt Sterling</p>	<p>and fear of crime. 15 NAPs continue to be delivered, with priorities being set by local residents and community leaders.  Evaluation by Police underway.</p>	<p>Green</p>
<p>Embed the Community Street Wardens (CSW) role in the specific wards</p>	<p>The CSW is recognised by the community as a resource  Community feels more supported and cohesive</p>	<p>Patrol rate increases Better informed daily tasking Increase in community activities Decrease in anti-social behaviour</p>	<p>Ongoing through to March 2011</p>	<p>Cassandra Clements</p>	<p>CSWs are clearly imbedded within their communities now and working well with local stakeholders and residents.  Patrol rate target is 85% and has been consistently around 94% since April 2009. From Mar' 10 – Sept' 10 the CSW's have achieved 1,083 Community Activities. This large number is due to £7,000 of funding being secured from Child First.</p>	<p>Green</p>



Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Implement a new graffiti policy	Colchester is a more sustainable and clean Borough for all those who live, work and a preferred destination for visitors, business location and investment.	Racist and offensive graffiti cleared within 1 working day of report All zones cleaned once every 6 weeks Reports top Police every 6 weeks Graffiti bulletin board established	Ongoing through to March 2011	Dave McManus	Dedicated graffiti team in place since April 2010. Racist and offensive graffiti cleared within timescales. 450 reports and clearance to date all responded and cleared within 6 working days.	Green
Deliver message on Emergency Planning “warning and informing” the public of action to take in an emergency.	Greater awareness of public reflected by increased levels of response to Place Survey.	Public meetings and publicity aimed at delivering message.	March 2011	Colin Daines	Various publicity initiatives carried out and pending. Presentations given to Parish and Town Councils, Essex Almshouses Association and other groups. Focus on this subject will continue throughout the winter months.	Green

## Congestion busting

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Work in partnership to release land and deliver the A12 junction, the Northern Approaches Road and the Busway.	Provide new access and release land for housing and economic development through delivery of the A12 Junction and relieve congestion around the North Station area.	Planning permission for 1 <sup>st</sup> phase of Severalls  Delivery mechanism for NAR and the Busway	March 2011  March 2011	Paul Wilkinson Fiona Duhamel	A12 junction expected to be delivered on schedule for opening in Spring 2011. Discussions ongoing with partners to resolve outstanding issues re Severalls and associated infrastructure incl. NAR3 and busway. Phase 1 planning application still under consideration	Green
54 Consider a planning application and make available land to allow delivery of Park and Ride at North Colchester	Increase the attractiveness of the town centre as a place to live, work, shop and visit.  Reduce greenhouse gasses produced by transport	Consider as a consultee the planning application to be made by ECC  Agree heads of terms with ECC for lease of P&R site  Provide support to ECC in order to secure funding	Spring 2010  March 2011  2010/11	Karen Syrett / Fiona Duhamel	Planning application to be submitted by ECC, November 2010, for determination in early 2011 by ECC. CBC have identified it as priority project in draft response to Integrated County Strategy and Local Investment Plan	Amber
Enhance existing and construct new cycle routes and create opportunities through	Increase the levels of people cycling.  Improved cycle links	1km of Foot and Cycle paths improved across High Woods Country Park towards town	June 2010	Paul Wilkinson Bob Penny	High Woods Path through towards town centre has been upgraded.	Green - Delivery

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
<p>parks linking together existing routes using Cycling Town status and improve cycle security at rail stations to encourage residents to use bikes and train</p>	<p>across the borough</p> <p>Reduce greenhouse gasses produced by transport</p>	<p>centre.</p> <p>Support removal of 'no cycling' restrictions in certain subways and town centre streets</p> <p>Approve a new strategy for phase 2 of Cycle Town</p> <p>Identifying solutions where barriers to continuous cycle networks exist.</p>	<p>March 2011</p> <p>Oct 2010</p> <p>Agree delivery timescale with Planning Policy and ECC subject to Cycle town funding.</p>		<p>Consultation and publish changes to orders to be undertaken shortly. Crouch Street scheme linked to Better Town Centre Consultation (November 2010)</p> <p>Changes at national level have created uncertainty on future structure and funding of Cycle Town. CBC have identified initiative as a priority project for Integrated County Strategy and Local Investment Plan.</p> <p>Potential for byelaw changes to be handled in new way but further info is awaited from Central Govt. Byelaws that would require amendment have been identified and timescale is up to 12 months.</p>	<p>Amber - Strategy</p>

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Devise planning policy which ensures new developments incorporate walking, cycle routes and public transport services at the initial planning stages	Transport Strategy for Colchester included in LTP3 using LDF documents as a basis and A12 Corridor Towns DASTS study to inform strategy.	Updated Transport Strategy Document for Colchester for inclusion in LTP3.	LTP3 to be published by ECC by April 2011.	Paul Wilkinson	Outline of Transport Strategy included in LDF documents, Local Investment Plan and Integrated County Strategy.  Changes in Central Government have resulted in review of transport policy and funding.	Green
Continue engagement in reducing vehicle congestion in North Colchester Business Park through employer- engagement events.	More people walking and cycling to work	Cycle to work challenge  Launch of walk to work maps	May 2010	Paul Wilkinson	Challenge and walk to work mapping undertaken.  LSP Travel Plan team continuing to work with North Colchester Business Park and Highways Agency	Green
Set up a travel behavioural change programme working with existing communities	Increase the number of people using alternative methods of travel to access schools, employment and the town centre	Workshop held with ECC and partners to identify priorities and actions for education, employment and residential developments	2010/11	Paul Wilkinson	Organisational changes at ECC have made a full workshop not possible. Meeting with key ECC staff to be held.	Amber
Commence changes to the town centre to reduce traffic and improve reliability of the bus	Increase the operational reliability of passenger transport	Consultation on changes to the town centre highway network	Autumn 2010	Paul Wilkinson / Fiona Duhamel	Design work underway to ensure consultation event as part of wider better	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
operation	especially in the town centre.	Approve designs for Head Street public realm Commence delivery of measures to improve the public realm and transport	November 2010 January 2011		town centre programme engagement in October 2010	
Improve the environments in and around Colchester's Town station, and improve access to Colchester North station through the pilot Travel Plan	Develop the Town Square to complement the new Magistrates court Increase the number of people using alternative methods of travel to access the station and places of employment. Reduce greenhouse gasses produced by transport	Increase cycle parking at North Station Produce and distribute 'Travel to the station' guide to existing and new users Deliver Station Travel Plan's year 2 actions	May 2010 June 2010 March 2011	Fiona Duhamel Paul Wilkinson	Initial designs for Town Square completed ready for town centre engagement event in October New secure cycle park installed at North Station and operational in October 2010. Guide produced and available.	Green
To include 20mph as part of future transport strategy	Better local communities with safer streets and more people walking and cycling for local journeys	Agreement with ECC to commence community engagement Delivery of 20mph included in Transport strategy	Summer 2010 March 2011	Paul Wilkinson	Progress reported to Sept Policy Review and Development Panel. Decision that further lobbying of ECC required before commencing community engagement.	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
LDF Preparation;	Spatial planning plays a central role in the overall task of place shaping and in the delivery of land uses and associated activities.	Site Allocations DPD	Adoption October 2010	Karen Syrett	Site Allocations and Development Policies DPDs adopted Oct 2010	Green
Site Allocations DPD – submission November 2009, examination March 2010 and adoption August 2010.		Dev Policies DPD	Adoption October 2010			
Development Policies DPD - submission November 2009, examination June 2010 and adoption November 2010.		NS Masterplan	Adoption October 2010		NS and North Colchester. masterplans on hold awaiting transportation modelling work and go slow requested by LDF Committee	Amber
Supplementary Planning Documents due for adoption 2009 – 11.		North Col. Masterplan	Adoption October 2010			
		Affordable Housing SPD	Adoption October 2010		AH SPD to be considered by LDF Committee in Dec 2010	Amber

### Enabling job creation

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Exploit Colchester's strategic location between London, Stansted and the Haven Gateway ports to promote international trade, secure inward investment and major infrastructure projects	Colchester will have a below average level of worklessness	Create 50 new jobs through Foreign Direct Investment	March 2011	Nigel Myers	Work with East of England International to secure a Spanish scientific development company HQ which will result in 22 new jobs	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
		Refresh 'Choose Colchester' inward investment promotion pack	September 2011		Review of inward investment promotion material underway	Amber
		Lobby East of England International to shortlist Colchester for all appropriate foreign direct investment enquiries	April 2011		Closer working with EEI has resulted in increasing the number of active leads and successful company location	Green
		Use culture led place marketing to attract inward investment	April 2011		Creative Colchester Strategy being developed by Tom Fleming Associates, draft for December 2010	Amber
		Review and formalise inward investment new working arrangements with partners	April 2011		On track with EEI. Awaiting formal response from Essex CC inward investment team	Green
		Secure 10 active inward investment leads	April 2011		7 active leads secured	Green
		Work in partnership with the Haven Gateway Wind Port Group to help realise the supply chain benefits	April 2011		Colchester companies identified for inclusion on renewable energy supplier list – ongoing	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
		for Colchester resulting from this development			meetings with the Group and Hutchinson Ports to realise the development of a viable Harwich based Wind Port	
Ensure the availability of sufficient quality employment land via our planning process to meet the needs of our residents	The needs of local business are met within major development projects	Provide policy expertise to help secure additional 3.2 ha of employment land defined as being of high quality  Convert 20 redundant rural buildings into commercial use	March 2011  April 2011	Nigel Myers	Policy input enabled target to be achieved  Redundant rural buildings brought into commercial use creating 6 holiday units and 9 B1, A2 and B8 units	Green  Green
60						
Use planning gain and other funding streams to raise the number of apprenticeships and increase the take up of training and employment opportunities	The skills of the local workforce improved so people are able to compete effectively in changing economic conditions	Adoption of Supplementary Planning Gain proposal to utilise S.106 funding for the provision of training and apprenticeships  Create in partnership with the North East Essex Area Planning Group an additional 100 company	March 2011  April 2011	Nigel Myers	Partly achieved through adoption of a planning gain SPD for Employment Land and Business Space. The draft SPD for Employment and Training has yet to form additional policy  'Crossing the Gap' placed on hold by the local APG CBC focus switched to	Amber  Amber



Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
		placements/apprenticeships as part of their 'Crossing the Gap' initiative	April 2011		future Jobs Fund and new funding streams	
		Secure agreement for the utilisation of s.106 funding to address employment and skills issues in the borough	April 2011		Achieved on Sainsbury development and Paxman development (£374,000)	Green
		Source, bid and secure additional funding streams to increase take up of employment and training opportunities in the borough	April 2011		Funding streams totalling £1.7m have had bid/will have bids submitted in current financial year	Green
6	Increase incubation and grow-on space to sustain business growth	The needs of local business are met within major development projects	March 2010	Nigel Myers/Fiona Duhamel	Completed for the North Colchester business incubator with a further £500k secured for Creative Incubator in the town centre	Green
		Influence and provide policy expertise for the development of additional incubation and grow on space at other sites such as Stane Park	September 2010		Potential sites identified for inclusion in the Colchester Investment Plan	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Support the creation of new businesses by working in partnership with other agencies nationally and regionally to market Colchester as a preferred business location	Working closely with multiple sections of the business community a range of local initiatives will be delivered to benefit the local economy	Actively support campaigns such as National Enterprise Week in November to encourage the growth of self employment and business start up activity	December 2010	Nigel Myers	Local promotion and participation activities planned to support national campaign	Green
	Utilise LAA1 Reward Grant and partner contributions to increase the level of business start up particularly from those who are currently under represented in the business community	Promote Colchester through targeted trade publications using editorial rather than paid for advertising	April 2011		Successful delivery of agreed outcomes – final tranche of Performance Reward Grant funding has been withdrawn following budget cuts required by The Essex Partnership in June 2010	Green
	Review the existing Memorandum of Understanding with Business Link re new 3 year contract with EEDA which includes business support as well as inward investment and skills	Promote Colchester through targeted trade publications using editorial rather than paid for advertising	September 2010		Successful placement of copy in business and tourism publications	Green
			October 2010		The Memorandum of Understanding has amended to reflect the changing role of Business Link and its preferred supplier the East of England IDB	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
<p>Raise the skill levels of the local workforce to obtain better paid employment by innovative collaboration with employers, educational institutions and other key partners</p>	<p>The skills of the local workforce improved so people are able to compete effectively in changing economic conditions</p>	<p>Work with LAA partners to increase the proportion of the working age population qualified to at least Level 3 or higher by 1%</p>	<p>November 2010</p>	<p>Nigel Myers</p>	<p>From Dec 2008 to Dec 2009 the percentage of the working age population qualified to at least Level 3 or higher rose from 44.5% to 47.7%</p>	<p>Green</p>
		<p>Use s.106 funding to provide NVQ 2 training for up to 150 residents to secure employment with Sainsbury's and Waitrose</p>	<p>April 2011</p>		<p>The Waitrose 'model' is currently being deployed for Sainsbury's training and recruitment programme for store opening in December 2010</p>	<p>Green</p>
		<p>Effectively signpost in collaboration with partner organisations skills and employment opportunities in the borough</p>	<p>April 2011</p>		<p>Improved signposting including revamped CBC Business</p>	<p>Green</p>
		<p>Implement the Colchester internship/company placement scheme with the University of Essex</p>	<p>April 2011</p>		<p>Support for the Shell Step Scheme placing 25 undergraduates in local companies</p>	<p>Green</p>
		<p>Work with the Colchester Business Group on initiatives to promote the Colchester offer to local</p>	<p>April 2011</p>		<p>Supported networking events and joint promotion activities</p>	<p>Green</p>

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Sustain and where possible strengthen the independent retail sector within the retail offering of the borough	Working closely with multiple sections of the business community a range of local initiatives will be delivered to benefit the local economy	and external companies including those in emerging sectors such as creative and environmental industries Work with the Colchester Town Centre Business Group to agree and implement projects in the town centre which will increase footfall and retail expenditure	April 2011	Nigel Myers	Ongoing projects including joint promotional activities and developing the digital infrastructure	Green
		Contribution to other Town Centre land place marketing initiatives to improve sense of place e.g. night time economy	April 2011		Being delivered through the Better Town Centre programme	Green
		Programme of coordinated events including the Christmas Lights and Colchester in Bloom	January 2011		Formed the Colchester Christmas Group to implement a full programme of Christmas events in 2010 2010 Colchester in Bloom and Anglia in Bloom delivered with destination Colchester	Green
Raise the awareness of local businesses of the	The skills and resilience of local	Delivery of presentations and appropriate literature	March 2011	Colin Daines	Various publicity initiatives carried out	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
need to have adequate Business Continuity plans in place.	businesses improved so people are able to continue to trade after a major incident has occurred.	to local business groups and parish and town Councils			and are pending. Information on Business Continuity given to local business groups.  Focus on this subject will continue throughout the winter months.	

### Healthy living

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Work with wide range of statutory and voluntary organisations to deliver the projects in the action plans for the Local Area Agreement and 'Life Opportunities' targets on childhood obesity, smoking and teenage pregnancy.	Reduce levels of childhood obesity, smoking and teenage conceptions.	Regularly monitor work contained in the Joint CBC / NEE NHS work plan	Mar 2011	Matt Sterling	Joint work plan reviewed in September.	Green
Deliver the NHS funded fuel poverty scheme (Warm Homes 2)	Improved healthiness amongst target group	Fund heating and insulation work in 15 homes  Report on pilot scheme outcomes	Mar 2011  Mar 2011	Matt Sterling	This target was achieved last year. We are using residual funding to help further residents.	Green
Deliver training element	Increased income to	Provide specialist	Mar 2011	Matt Sterling	Advice Line service	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
of the Benefits Maximisation Project	deprived households	benefits training to health professionals			extended to all-day coverage using PCT funding	
Give advice to residents on accessing grants to better insulate their homes	Warmer homes and reduced fuel bills for residents aged 60+	Advise 500 people on better insulating and heating their homes	Mar 2011	Matt Sterling	221 people advised in the first 2 quarters	Green
Agree local priorities and an associated delivery plan in partnership with key local organisations as part of the Active Colchester Community Sport Network (CSN)	An effective co-ordinated approach to delivering local priorities  Improve communication with key local partners, avoiding duplication and ensuring best use of resources	Agree priorities and a joint plan of action  Deliver the plan	By end September 2010  March 2011	Simon Grady	First Meeting of Active Colchester CSN – Strategic group took place in June 2010. invited representatives from CBC, NHS NEE, University of Essex, Colchester United Community Sports Trust, Schools Sports Partnerships and Extended Schools. The group agreed to devote resources towards increasing participation in sport and active recreation, providing a strategic, joined-up approach to local sport encouraging partnership working and securing new investment into sport in Colchester.	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Work with partners to deliver the London 2012 Partnership Plan	More people leading healthy, active lifestyles, reduced levels of childhood obesity and more adults participating in sport	Launch 5 Olympic Themed Health Walks as part of Olympic Open weekend	July 2010	Simon Grady	'Walking your Way to 2012' project launched as part of Olympic Open Weekend in July. 5 walks from 2miles to 10miles linked to colour of Olympic Rings. Has achieved 2012 Inspire Mark. Four leader-led walks already taken place.	Amber
		Organise a Mini Olympics at University of Essex for year 3 children. All 65 Colchester primary schools will have an opportunity to participate with 12 schools – 1 from each "family" within CBSSP – qualifying for final event.	July 2010		Mini Games was staged in July 2010 at University of Essex.	
		Organise Urban Games event to attract over 100 young people who may not be engaged by mainstream sports	August 2010		Urban Games took place at Highwoods Sports Centre in August. 2010 Attendance was 169. One of 6 events	

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Deliver a new Clubhouse facility on Abbey Field for use by local Athletics and Hockey Clubs.	More people participating in sport and physical activity throughout the year  A legacy from the London Olympic Games in 2012	An agreed scheme  Approval to release S299a money  Planning Permission secured  Building Contractors appointed  New building completed	July 2010  Aug 2010  December 2010  March 2011  By end of December 2011	Simon Grady	Initial feasibility work undertaken by the Garrison suggests that a suitable clubhouse building could be provided for approx. £300,000.	Green
Encourage and support local food businesses to participate in "Healthy Eating" award scheme	Increased quality of products available to Colchester residents.	Increased number of Colchester food businesses achieving award.	March 2011	Colin Daines	Number of new award holders has increased to ten in 2010-11 from five last year.	Green
As Licensing Authority, use a combination of education and enforcement initiatives to reduce "binge drinking" by young people.	Reduced levels of consumption and incidents of serious drunkenness, and less impact on personal health.	Publicity campaigns around effects of excess alcohol consumption. Increased numbers of licence reviews for irresponsible sales.	March 2011	Colin Daines	Regular discussions with the Police about enforcement issues and taking forward findings of T&F group on the night-time economy. Colchester & Tendring	Amber



Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
					DARG has refocused its activities onto alcohol issues and a range of public health initiatives are in progress.	

**Homes for all**

Action	Outcome	Outputs	Timescale	GMT lead	Update	RAG
Co-ordinate, provide and promote an advice service with partners to make sure people get all the help they need to remain in their own homes.	More people are able to remain in their own homes	Decrease accommodation to 170 households in order to achieve the Government's target of a 50% reduction the use of temporary accommodation.  Review use of CLG Homelessness prevention fund  Review SLAs with partner agencies  Implement new Housing Services Structures  Prevent at least 300 households from becoming homeless	Dec 2010   March 2011  June 2011  June 2010  March 2011	Matt Sterling	Number of people in temporary accommodation as at the end of August 2010: 165          New structure implemented: all staff in place.	Green

Action	Outcome	Outputs	Timescale	GMT lead	Update	RAG
Lead a review of private and publicly owned sites including rural exception sites to deliver new affordable housing across the borough.	Land assets are used efficiently to maximise the delivery of affordable housing.  Public sector land is made available for affordable housing.	Final report to Portfolio Holder.  Investment plan agreed	July 2010  March 2011	Karen Syrett/Tina Hinson	This piece of work has been incorporated into the local investment plan project. All of the Council's Garage sites have been reviewed and the first site has secured HCA funding.	Green
Implement Colchester's Local Development Framework, including a robust Affordable Housing Supplementary Planning Document to seek 35% of all new homes to be Affordable on sites with 3 or more homes in rural areas and 10 or more homes in urban areas.	The Planning system is used effectively to deliver safe, secure, decent and affordable homes.	Affordable Housing Supplementary Planning Document approved October 2010.  Participate in sub-regional review of affordable housing delivery against LDF targets.	October 2010  March 2011	Karen Syrett	SPD timetabled to go to LDF Panel on 13/12/10  This review would have fed into a regional piece of work. With the dissolution of regional structures the sub-region decided this was not a good use of its resources.	Green
Adopt a site allocations development plan document to ensure a 15 year rolling supply of housing sites.	The Planning system is used effectively to deliver safe, secure, decent and affordable homes.	Update the Strategic Housing Land Availability Assessment (SHLAA)	November 2011	Karen Syrett	Document adopted.  Review of SHLAA underway	Green
Ensure that all Council homes meet the Decent Homes Standard.	Ensure that all Council homes meet the Decent	Restart decent homes programme	April 2010	Tina Hinson	Decent homes work has been restarted.	Green

Action	Outcome	Outputs	Timescale	GMT lead	Update	RAG
	Homes Standard by December 2012.	<p>Complete work to council homes which will deliver</p> <ul style="list-style-type: none"> <li>226 new boilers</li> <li>28 new heating systems</li> <li>736 homes having new kitchens</li> <li>280 properties receiving renewed electrical wiring</li> <li>274 new doors fitted</li> <li>38 properties receiving new windows in order to bring them up to the decent homes standard</li> </ul> <p>Works completed</p>	March 2011		<p>300 homes to date have had decent homes work carried out as at the end of September.</p> <p>This includes</p> <ul style="list-style-type: none"> <li>25 new boilers</li> <li>42 new heating systems</li> </ul> <p>190 homes have had new kitchens (127 tenants have refused the installation and/or access to fit a new kitchen).</p> <p>117 properties have received renewed electrical wiring</p> <p>44 new doors fitted</p> <p>2 properties received new windows. All of this work contributes to bringing them up to the decent homes standard</p> <p>We remain confident that the Decent Homes programme will be completed by December 2012.</p>	
			December 2012			

Action	Outcome	Outputs	Timescale	GMT lead	Update	RAG
Identify private properties to target for improvement to the Decent Homes standard and seek external funding to deliver.	Prioritized risk based inspection of all properties in New Town with completed report.	Use street inspections and our neighbourhood modelling tool, Mosaic to target promotion of Home Improvement Loans within New Town ward 50 Properties in the private sector bought up to the decent homes standard.	October 2010  March 2013	Matt Sterling	Letters have been sent to residents in New Town North super output area promoting Home Improvement Loans.	Green
Encourage the return of empty properties to use.	A reduction in the number of properties on the council tax register empty for over 6 months in the borough.	Rewrite and implement the Empty Homes Strategy Implement opportunities in the TCHS Business Case  Introduce a Landlords Accreditation Scheme.	March 2011  November 2010	Tina Hinson	As a result of the TCHS FSR the timescale for this has been incorporated in the to the 3 year implementation plan.  This work is progressing through a Partnership with the Greater Haven Gateway sub-region and Essex County Council.	Amber
Improved enforcement activity in relation to Private Sector Housing Standards incorporating wider aspects of public health to improve quality of life for occupants	Improved quality and supply of housing stock in private ownership	Linked to recommendations of the Fundamental Service Review of the Housing Service  Increased enforcement activity:	March 2011	Karen Newman	42 licences issued comprising 17 full and 22 draft licences 41 enforcement notices served  1 prosecution instituted - 1	Amber

Action	Outcome	Outputs	Timescale	GMT lead	Update	RAG
		<p>60 HMOs licensed</p> <p>30 Enforcement Notices served</p> <p>Prosecutions and works in default instituted for non-compliance</p> <p>Efficient inspection regime:</p> <p>200 inspections undertaken in response to enquiries for financial assistance</p> <p>50 inspections of Empty Homes</p> <p>400 inspections of homes considered for private letting under the homelessness schemes</p>			<p>successful prosecution</p> <p>0 incidences of works in default instituted</p> <p>80 inspections for financial assistance (grants &amp; loans)</p> <p>0 empty property inspections</p> <p>64 Lettings Scheme inspections</p>	
Implement the review of the Council's temporary accommodation for people who are homeless	Improved temporary accommodation and support for people who are homeless and need short-term housing. Better outcomes for those people	<p>Submit bid for capital funding to the Homes and Communities Agency</p> <p>Secure revenue funding from Essex Supporting People.</p>	<p>July 2010</p> <p>July 2010</p>	<p>Matt Sterling/ Tina Hinson</p>	<p>Funding bid submitted</p> <p>Negotiations with Supporting People are ongoing.</p>	<p>Green</p>

Action	Outcome	Outputs	Timescale	GMT lead	Update	RAG
	housed in temporary accommodation.	If funding is agreed, secure planning permission for new purpose built temporary accommodation scheme on site of Ascott House.	Oct 2010		Planning application is being prepared.	
		Finalise transfer and/or disposal arrangements for remaining units of temporary accommodation.	March 2011			

### Reduce, Reuse, Recycle

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Design and implement food waste collection trials	Food waste is being diverted from landfill	Less waste to landfill and increased recycling/composting percentage	Established by March 2011	Chris Dowsing & Dave McManus	This remains part of the work programme for the waste prevention and recycling options appraisal task and finish group. This will go forward along with the outcomes of the Street Services fundamental service review.	Amber

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Design and agree methods to strongly encourage participation in all waste minimisation and recycling schemes	Residents better informed about why they should recycle or compost; what materials are included and the methods used in Colchester	Less waste to landfill and increased recycling/composting percentage	Ongoing through to March 2011	Chris Dowsing	This remains part of the work programme for the waste prevention and recycling options appraisal task and finish group. This will go forward along with the outcomes of the Street Services fundamental service review.	Amber
Implement the key proposals in the new Street Care Strategy	Colchester is a more sustainable and clean Borough for all those who live, work and a preferred destination for visitors, business location and investment.	Less visible litter and detritus Fly posting removed within 24 hours of report Abandoned vehicles investigated within 1 working day of report Increase in a variety of targeted enforcement methods Increase in community involvement	Ongoing through to March 2011	Dave McManus	Operational improvements continue to be implemented and remains part of the overall Street Services plan while most strategic proposals have become part of the wider street services fundamental service review	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
Develop the Trade Waste service and improve its viability	A viable and efficient Trade Waste service responsiveness to the needs of its customer with investigation into recycling opportunities	Reduction in net budget of £25,000 either by increasing income or reducing costs	Ongoing through to March 2011	Dave McManus	Glass collections commenced June 10 to provide businesses with additional recycling. Uptake has been minimal and current forecasts do not predict that the £25k reduction will be met. This area will be reviewed as part of the Fundamental Service Review.	Red
Agree and implement actions from the Energy Savings Trust (EST) one to one report	More sustainable services that reduce their environmental impact and contribute towards tackling climate change	A strategic action plan to improve the sustainability of service delivery across the Council.	Ongoing through to March 2011	Chris Dowsing	A review has been carried out across all services resulting in a report of key findings and recommendations which was presented to Leadership of Place team. An Action Plan has been developed and a new Sustainability Action Group has been formed to begin implementation and monitor progress.	Green
Implement the actions	Less emissions as a	Reduction in carbon	Ongoing	Chris	The Council reduced	Green



Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
from the Local Authority Carbon Management Programme plan	result of the delivery of services either in energy consumption or transport	emissions of 25% by 2012 based on a baseline of 2006/07	through to March 2011	Dowsing	its Carbon Emissions by 987 tonnes in 09/10 compared to the 06/07 baseline. The Carbon Management Plan identifies projects to provide a further 1064 tonne CO2 savings for 10/11.	
Work with voluntary and charitable organisations to promote and enable the reuse of a range of household items and materials	More material is taken from the waste stream and diverted for reuse rather than being sent to landfill	Support is provided by the Council to voluntary and charities willing to engage in the reuse of materials	This will be an ongoing engagement with these groups to take advantage of opportunities as they arise	Chris Dowsing	The Council is working collaboratively with ECC and other districts and Boroughs to develop a county wide approach to reuse. An Essex waste prevention strategy and communications plan is being developed. This will be used to support and engage local groups.	Green
Work with the University	Better	Vision & Outcomes	Ongoing	Chris	A joint meeting has	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update	RAG
to share knowledge and expertise around wider environmental sustainability	understanding of each others expertise areas Developing a joint vision & outcome	published	through to March 2011	Dowsing	been held with the University to discuss common approaches to environmental sustainability and to identify joint projects ideas. Key to this is the recruitment of a carbon change coordinator for the University to work alongside the Council's climate change officer to develop the vision and projects.	
Work with Eco schools to progress them through the stages of the national programme	Increase in environmental behaviours and initiatives led by Schools in their communities	Targets to be agreed with Portfolio Holder about numbers of schools achieving the various levels (MY/CD/VF)	Ongoing through to March 2011	Chris Dowsing	Five years ago only 3% of Local Education Authority (LEA) schools in Colchester were registered with the Eco-Schools programme; today 87% of Colchester LEA schools are working towards accreditation making Colchester the leading authority in Essex.	Green

## Glossary of Terms

AH SPD	Affordable Housing Supplementary Planning Document
APG	Area Planning Group
A2	Change of use planning permission: <b>A2 Financial and professional services</b> - Financial services such as banks and building societies, professional services (other than health and medical services) including estate and employment agencies and betting offices
B1	Change of use planning permission: <b>B1 Business</b> - Offices (other than those that fall within A2), research and development of products and processes, light industry appropriate in a residential area
B8	Change of use planning permission: <b>B8 Storage or distribution</b> - This class includes open air storage
CBSSP	Colchester - Blackwater School Sport Partnership
CCYPSP	Colchester Children and Young People's Strategic Partnership
CLG	Communities and Local Government (Department of)
COPD	Chronic obstructive pulmonary disease
CSN	Community Sport Network
CSC	Customer Service Centre
CSWs	Community Street Wardens
DARG	Drug and Alcohol Reference Group
DPDs	Development Plan Documents
ECC	Essex County Council
EEl	East of England International
East of England IDB	East of England IDB Ltd (EElDB) is a joint venture company
EELGA	East of England Local government Association
ESOL	English for speakers of other languages
EST	Energy Savings Trust
FSR	Fundamental Service Review
HCA	Homes and Communities Agency
IDeA	Improvement and Development Agency now Local Government Improvement and Development
JSA	Job seekers allowance
LAA	Local Area Agreement
LEA	Local Education Authority

LDF	Local Development Framework
LSP	Local Strategic Partnership
MUGA	Multi Use Games Areas
NAP	Neighbourhood Action Panel
NAR	Northern Approaches Road
NEE	North East Essex
NHS	National Health Service
NS Masterplan	North Station Masterplan
NVQ	National Vocational Qualification
PCT	Primary Care Trust
PFH	Portfolio Holder
P & R	Park and Ride
PRDP	Policy Review and Development Panel
SHLAA	Strategic Housing Land Availability Assessment
SLA	Service level Agreement
SSP	Schools Sport Partnership (
TCHS	Transforming Colchester's Housing Service(Fundamental Service Review)
T & F	Task and Finish



# Strategic Overview and Scrutiny Panel Scoping Document

Item  
**12**

<b>Committee</b>	Strategic Overview and Scrutiny Panel	
<b>Topic</b>	<b>A review of the work of the Portfolio Holder for Resources and Diversity</b>	Ref: <b>SCR/6</b>
<b>Objective</b>	The Panel is asked to consider the effectiveness of the work undertaken by the Portfolio Holder during the current municipal year.	
<b>Reasons for undertaking review</b>	One of the functions within the panel's Terms of Reference is to scrutinise the performance of Portfolio Holders.	
<b>Approach</b>	<p>The basis for scrutiny will be dialogue between the panel members and Portfolio Holder to determine the effectiveness of the portfolio holder in respect of;</p> <ol style="list-style-type: none"> <li>1. Delegated responsibilities – these are attached to the scoping report and members have the opportunity to determine the contribution made by the portfolio holder in the effectiveness of this work.</li> </ol> <p>Please note that within the agenda is the performance report that includes the 6-monthly performance data for 2010-11 relating to this portfolio, together with the progress on the Strategic Plan Action Plan.</p> <p>This review is not about the work of those officers / service areas within the portfolio holder's Scheme of Delegation.</p>	
<b>Membership</b>	Full Panel	
<b>Governance Officer</b>	Robert Judd, Scrutiny Officer	
<b>Lead Officer(s)</b>	Pam Donnelly, Executive Director	

## **Scheme of Delegation to Cabinet Members**

### **Delegation to the Portfolio Holder for Resources and Diversity**

#### **FINANCIAL RESOURCES**

To procure the specified service in the provision, implementation, maintenance and management of:-

1. The functions of the Council as the Billing Authority (except the power to levy the amount of the Council Tax for each category of dwelling).
2. The operation of Council Tax and residual Community Charge legislation, Council Tax Benefits Scheme legislation, Housing Benefit Scheme legislation and the National Non-Domestic Rate (NNDR) legislation.
3. Collection, enforcement and matters of security in relation to the General Fund monies payable to the Council.
4. Determination of interest paid to investors and arrangements to meet the Council's borrowing requirements.
5. Matters relating to financial management, corporate governance, audit, risk management and business continuity.
6. Determination of the Council's financial provisions.
7. Appointment of the Council's bankers.

#### **LAND RESOURCES**

In respect of all land and buildings owned by the Council (except in its capacity as Housing Authority), to procure the specified service in the provision, implementation, maintenance and management of :-

1. Acquisitions and disposals including terms for acquisitions or disposals.
2. Industrial estates and commercial lettings.

#### **GENERAL**

To procure the specified service in the provision, implementation, maintenance and management of:-

1. Approval and maintenance of Standing Approved Lists of Contractors.
2. Matters relating to the management of the Council's assets.
3. Matters relating to procurement.

## **Scheme of Delegation to Cabinet Members**

<b>Delegation to the Portfolio Holder for Resources and Diversity (continued)</b>
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### **HUMAN RESOURCES**

To procure the specified service in the provision, implementation, maintenance and management of:-

1. The employment of staff, the terms and conditions of service of all Council employees and industrial relations.
2. Corporate in-service training arrangements.
3. Schemes operated by the Council under Government Training Programmes.
4. Negotiations on corporate terms and conditions of service with Bodies recognised for the purposes.
5. Councillor Development.

### **GENERAL**

1. Legal Services.

### **ICT**

To procure and or encourage the procurement of the specified service in the provision, implementation, maintenance and management of:-

1. Information Communication Technology.

### **CIVIC**

To procure the specified service in the provision, implementation, maintenance and management of:-

1. All civic matters including civic aspects of town twinning.

### **TOWN TWINNING**

To procure the specified service in the provision, implementation, maintenance and management of the Council's role in town twinning and encourage exchange visits between local groups and similar groups in twinned towns.

<b>Delegation to the Portfolio Holder for Resources and Diversity (continued)</b>
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<b>Portfolio Responsibilities</b>
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1. To monitor the operation of Council Tax, Business Rates and the Housing and Council Tax Benefit Schemes.
2. To produce and implement the Council's financial strategy, budget and resource allocation.
3. To monitor progress of obtaining disability access within Council buildings.
4. To monitor the management of repairs and maintenance and planned maintenance programmes for Council buildings (excluding property managed by Colchester Borough Homes).
5. To review sales, purchases and overall management of the Council's property portfolio.
6. To monitor the development of the Asset Management Plan.
7. To monitor the maintenance of the Council's asbestos register.
8. To monitor the implementation of the Council's Single Equality Scheme and Diversity Policy.
9. To examine and review the Council's Information Communication Technology Strategy.

Major Project(s) in Portfolio:  
Visual Arts Facility, renewal of ICT contract





# Strategic Overview and Scrutiny Panel

Item  
**13**

14 December 2010

Report of	Scrutiny Officer	Author	Robert Judd Tel. 282274
Title	Work Programme 2010-11		
Wards affected	Not applicable		

**This report sets out the 2010/11 Work Programme for the Strategic Overview and Scrutiny Panel**

## 1. Action Required

- 1.1 The Panel is asked to consider and note the 2010-11 work programme.

## 2. Reason for Action

- 2.1 This function forms part of the Panel's Terms of Reference in the Constitution.

## 3. Addition and/or outstanding items

- 3.1 There are none.

## 4. Current Work Programme

The work programme for the Strategic Overview and Scrutiny Panel includes the work of the Crime and Disorder Committee.

### 4.1 8 June 2010

1. 2009-10 Year End Performance Report (Head of Corporate Management)

### 24 June 2010 (extra meeting)

1. HRA Reform – Consultation paper (Head of Strategic Policy and Regeneration)

### 20 July 2010

1. Budget Strategy, Timetable and MTFP (Head of Resource Management)

### 24 August 2010

1. Safer Colchester Partnership (**Crime and Disorder Committee**)

### 21 September 2010

1. Review of the Leader, Portfolio Holder for Strategy and Performance

### 12 October 2010 (extra meeting)

1. HX Care – Serious Case Review

### **16 November 2010**

1. Street Services FSR (Head of Street Services)
2. Review of the Portfolio Holder for Street and Waste Services

### **14 December 2010**

1. Review of the Budget – Strategic update (Head of Resource Management)
2. Performance report (6-monthly 2010-11) (Head of Corporate Management)
3. Review of the Portfolio Holder for Resources and Diversity

### **11 January 2011**

1. Review of NEE Local Children's Trust Board (LCTB) (Head of Life Opportunities) - invitation accepted by the Chair of LCTB.
2. Review of the Portfolio Holder for Communities

### **8 February 2011**

1. Revenues and Benefits FSR / stage2 - follow-up to Full Business Case Review
2. Review of the Portfolio Holder for Planning and Sustainability
3. Review of the Portfolio Holder for Economic Development, Culture and Tourism

### **15 February 2011 (extra meeting)**

1. Review of the London 2012 Partnership Plan

### **22 March 2011**

1. Housing Services FSR / stage2 – follow-up to Full Business Case Review
2. Review of the Portfolio Holder for Customers
3. Review of the Portfolio Holder for Housing and Community Safety

